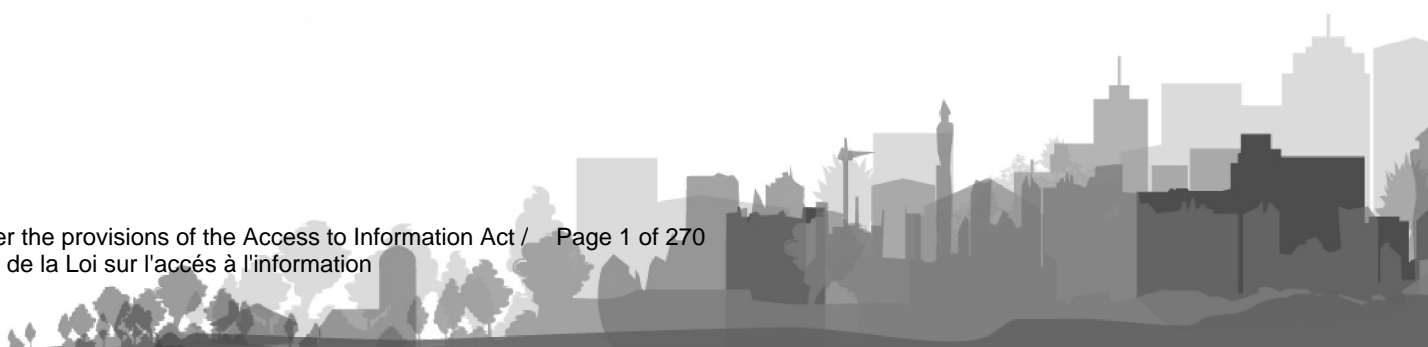




INFRASTRUCTURE CANADA

WELCOME

2019





Minister of Infrastructure and Communities
The House of Commons
Ottawa, Ontario K1A 0A6

Dear Minister,

Please accept my congratulations on your appointment as Minister of Infrastructure and Communities. On behalf of the Infrastructure Canada team and portfolio agencies, I would like to welcome you to the department. We are keen to work with you and your team, and support you in delivering your mandate.

Infrastructure Canada is a nimble and adaptable department with a staffing complement of 472 dedicated to administering 22 infrastructure programs, developing sound policy advice, and delivering two major, transformative bridge projects. The majority of our employees are located in downtown Ottawa, with a second office in Montréal, which is responsible for the Samuel de Champlain Bridge Corridor project.

Infrastructure Canada and its portfolio agencies are at the forefront of Canada's efforts to fund a wide range of public infrastructure projects from coast to coast to coast. Partnerships across all orders of government, in communities across the country, enable us to work together to guide and co-invest in projects that improve the lives of Canadians over the long term and enhance the country's economic growth.

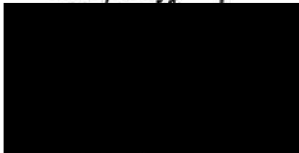
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- 2 -

Given its enabling function, infrastructure can play key roles across multiple areas of the Government's agenda. There is considerable scope for action within your purview as Minister of Infrastructure and Communities, and multiple partners will be eager to work with you and help you shape the government's approach to infrastructure going forward.

The Infrastructure Canada team is poised and ready to work with you over the course of your mandate to implement your vision and priorities. I look forward to embarking on this exciting journey under your leadership.

Sincerely,



Kelly Gillis
Deputy Minister
Infrastructure Canada



INFRASTRUCTURE CANADA **DEPARTMENTAL AND PORTFOLIO OVERVIEW** FALL 2019

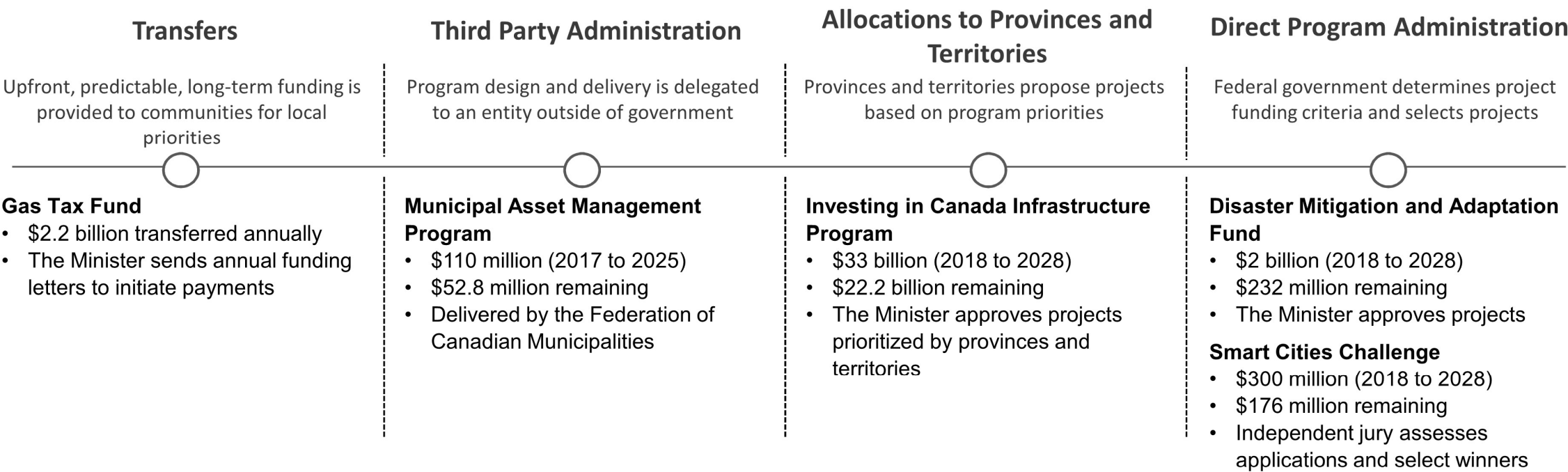


MANDATE

- Infrastructure Canada was established in 2002 and is the main department responsible for federal efforts to enhance Canada's public infrastructure.
- It works closely with all orders of government and other partners to help ensure that Canadians benefit from world-class, modern public infrastructure. To this end, the department makes investments, delivers programs, and fosters knowledge about public infrastructure in Canada.
- Moreover, Infrastructure Canada is responsible for reporting on more than \$187 billion in infrastructure investments across several departments and agencies through the Investing in Canada Plan.
- Infrastructure Canada also manages the Samuel De Champlain Bridge Corridor project, and oversees a portfolio that includes 3 crown corporations and a tri-government agency.

FUNDING PROGRAMS

- Infrastructure Canada delivers a wide range of funding programs. The department is presently providing funding to thousands of active infrastructure projects across the country. Current programs with funding available for new infrastructure projects include:



PORTFOLIO OVERVIEW

- As Minister of Infrastructure and Communities, you are also responsible for four arm's length organizations, three of which report to Parliament through you:

Canada Infrastructure Bank

The Crown corporation is a tool that provincial, territorial, municipal and Indigenous partners can use to build infrastructure across Canada. The Bank was established to invest, and to attract investment from private sector and institutions, in revenue-generating infrastructure projects that are in the public interest.

Windsor-Detroit Bridge Authority

The Crown corporation is responsible for the construction and eventual operation of the Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan, which is being delivered through a Public Private Partnership.

Jacques Cartier and Champlain Bridges Incorporated

The Crown corporation manages, operates and maintains the Jacques Cartier Bridge, the Bonaventure Expressway, the federal section of the Honoré Mercier Bridge, the Melocheville Tunnel, and the Champlain Bridge Ice Control Structure. It is also responsible for the deconstruction of the old Champlain Bridge.

Waterfront Toronto

The tri-government (federal, provincial, municipal) corporation was established in 2002 under provincial legislation as a not-for-profit entity mandated with implementing the Toronto Waterfront Revitalization Initiative. The program is designed to enhance the economic, social and cultural value of waterfront lands and create an accessible and active waterfront for living, working and recreation.

ORGANIZATION OVERVIEW

- Led by the Deputy Minister of Infrastructure and Communities, Infrastructure Canada has eight functional areas:

Program Operations Ensures management and operation of programs and projects, including the application and approval process, compliance, and oversight	Policy and Results Focuses on data and research, policy advice, Cabinet support, program development, reporting on results, and the Smart Cities Challenge	Investment, Partnerships, and Innovation A centre of expertise on innovative approaches to infrastructure delivery including Public Private Partnerships; responsible for liaising with the Canada Infrastructure Bank and for the oversight of the Gordie Howe International Bridge project in Windsor-Detroit and the Samuel De Champlain Bridge project in Montréal	Corporate Services Provides services and support to the department in the areas of administration, corporate planning, financial management, human resources, and information management and technology
Communications Plans and delivers communications activities and products that support the department’s mandate and inform Canadians on progress and results of federal infrastructure investments	Corporate Secretariat Provides specialized advice and services in parliamentary/portfolio affairs, access to information/privacy, correspondence, governance, ministerial travel, and corporate services liaison for Ministers’ offices	Audit and Evaluation Ensures independent, evidence-based analysis and insight to senior management on departmental risks and operations to support the effective and efficient achievement of results for Canadians, fostering continuous improvement	Rural Economic Development Works via a whole-of-government approach to coordinate research, analyze data, and provide advice regarding rural economic development issues

INFRASTRUCTURE CANADA OFFICES

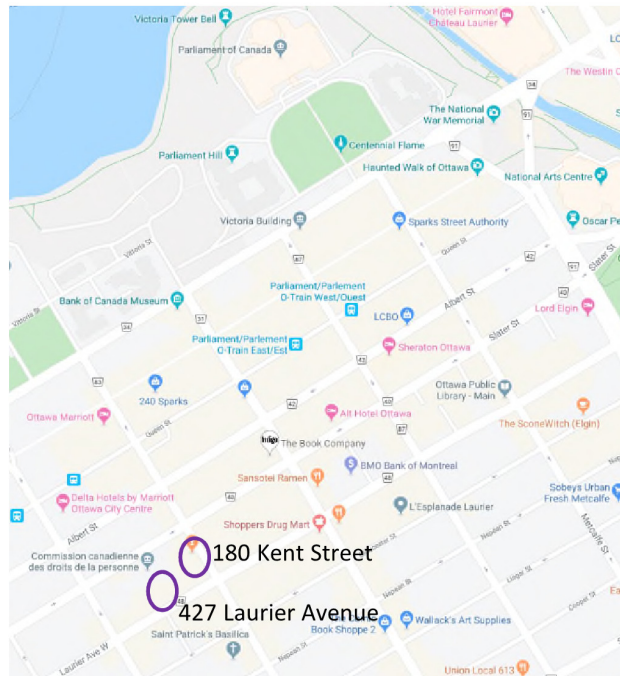
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- Infrastructure Canada has a staffing complement of 472, with offices in Ottawa and Montreal.
- Your office is located [REDACTED] 427 Laurier Avenue in Ottawa.

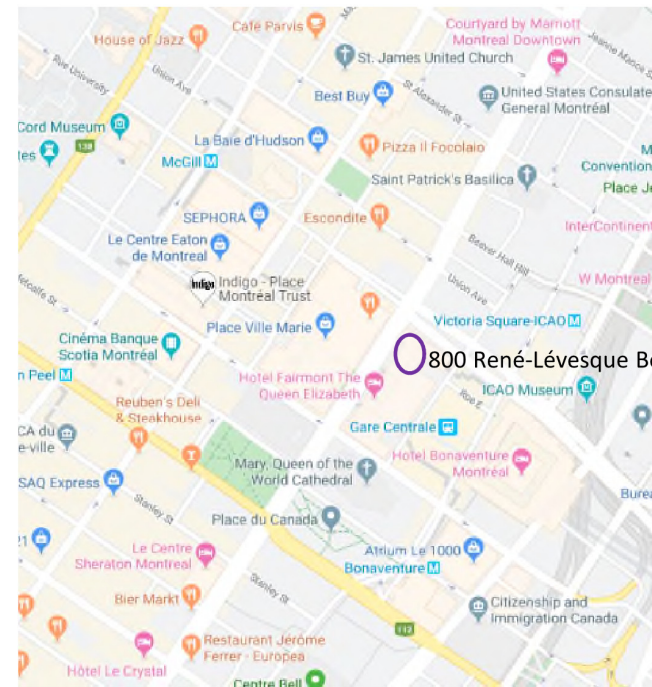
Ottawa

427 Laurier Avenue and 180 Kent Street



Montreal

800 René-Lévesque Boulevard West





INFRASTRUCTURE CANADA

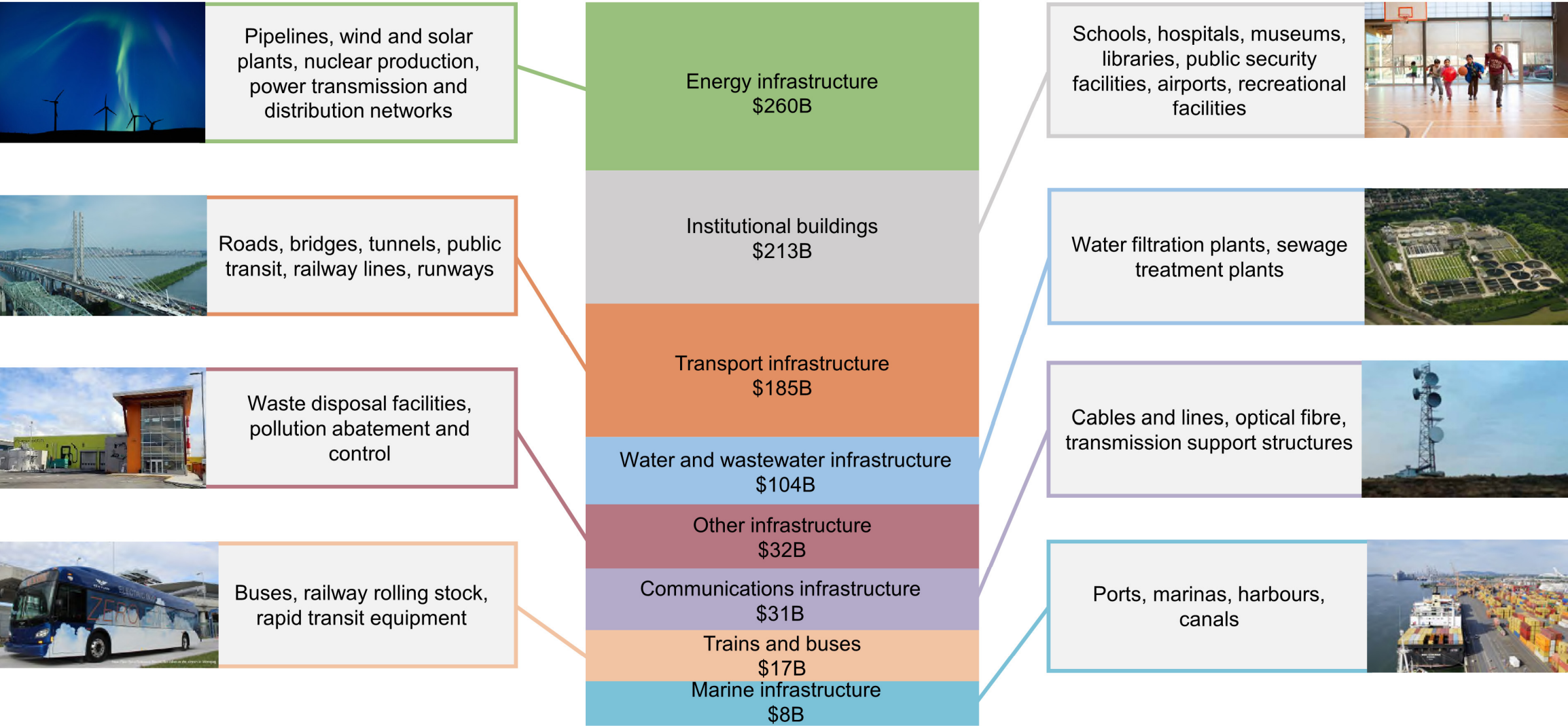
THE STATE OF INFRASTRUCTURE

IN CANADA

2019



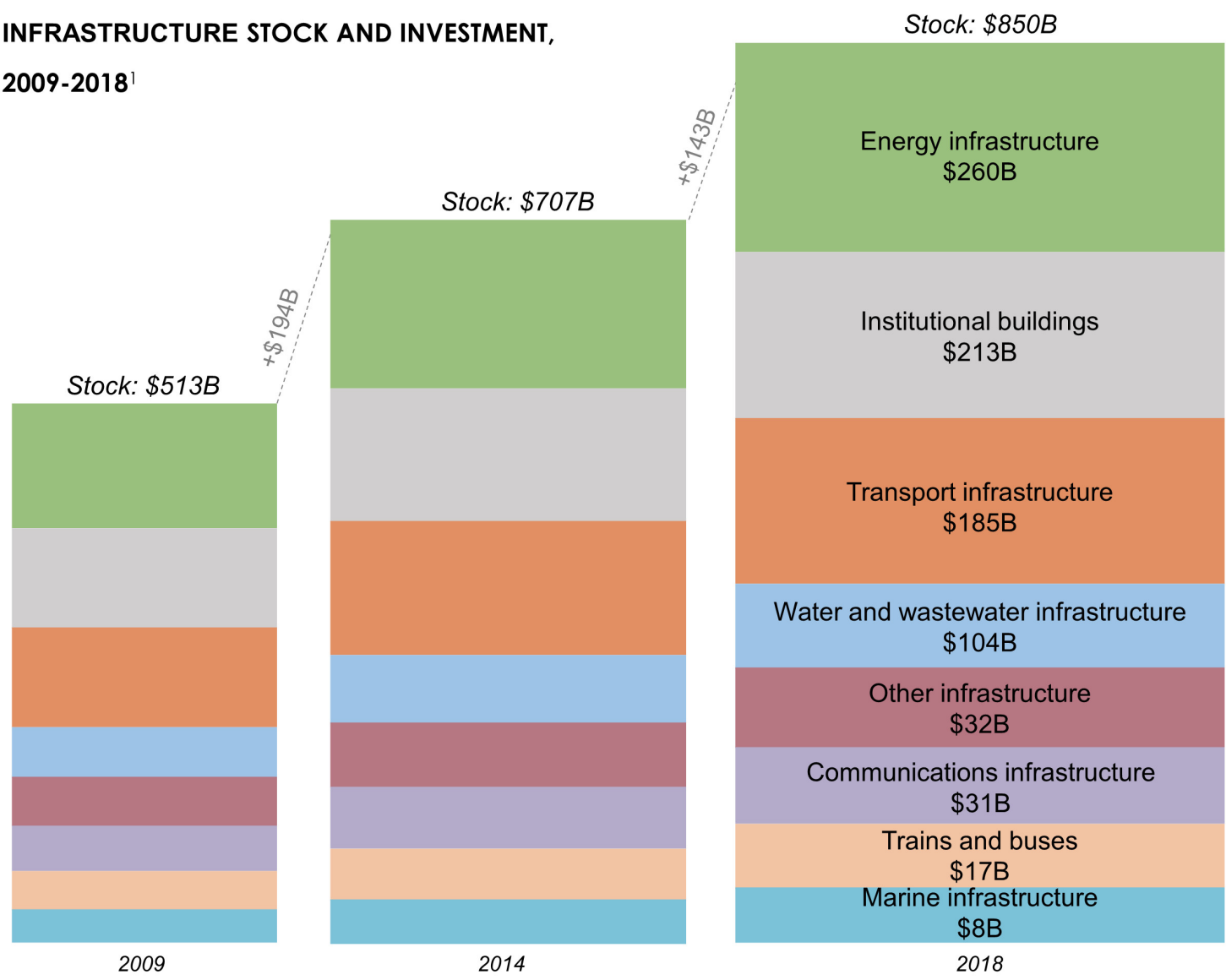
CANADA IS HOME TO \$850 BILLION OF INFRASTRUCTURE



Infrastructure examples are not exhaustive. Source: Infrastructure Economic Account (Statistics Canada).

SINCE 2009, \$741 BILLION HAS BEEN INVESTED IN INFRASTRUCTURE

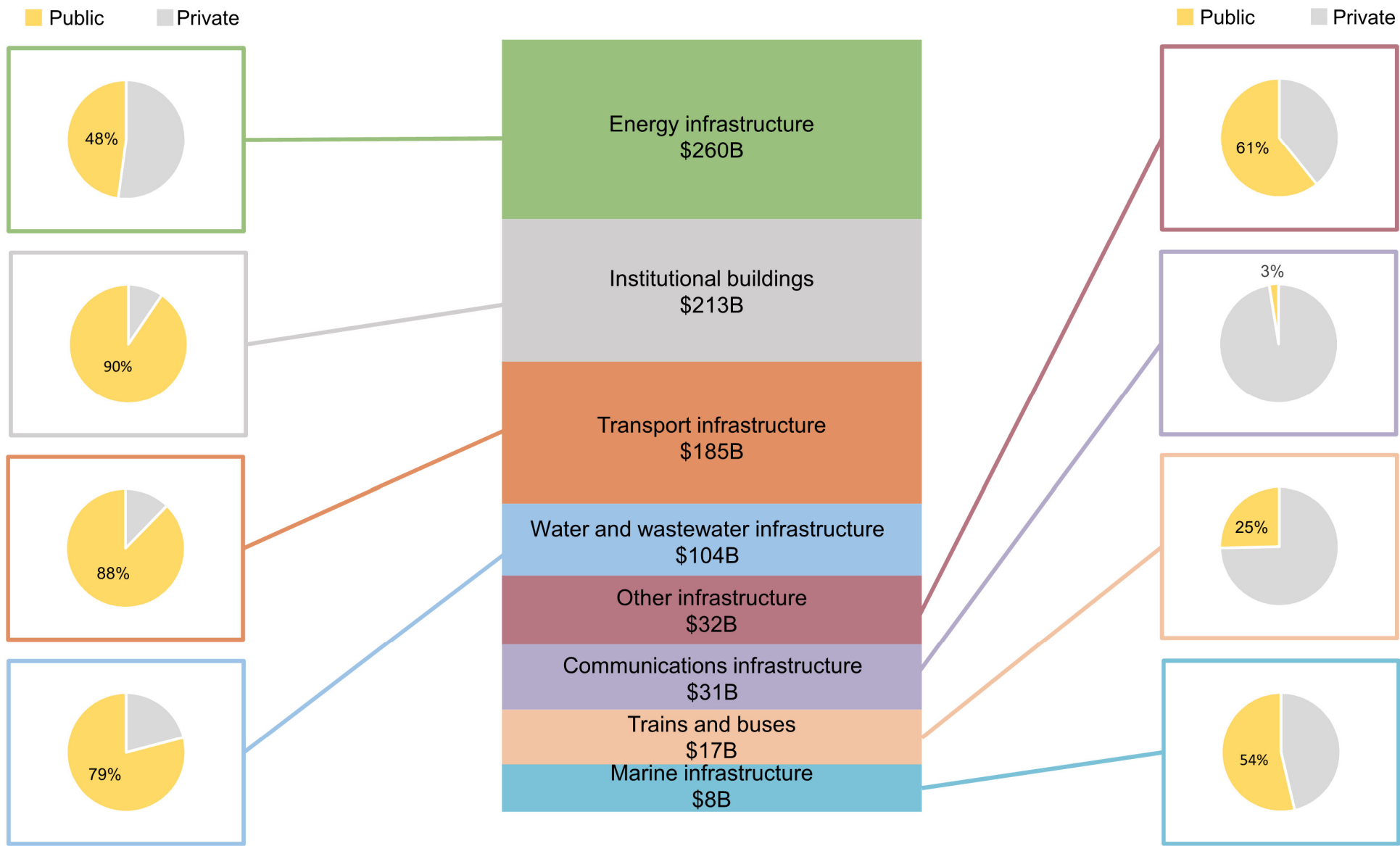
INFRASTRUCTURE STOCK AND INVESTMENT,
2009-2018¹



- Since 2009, an annual average of \$74 billion has been invested in infrastructure.
- Investment of at least \$63 billion is needed to offset depreciation going forward.

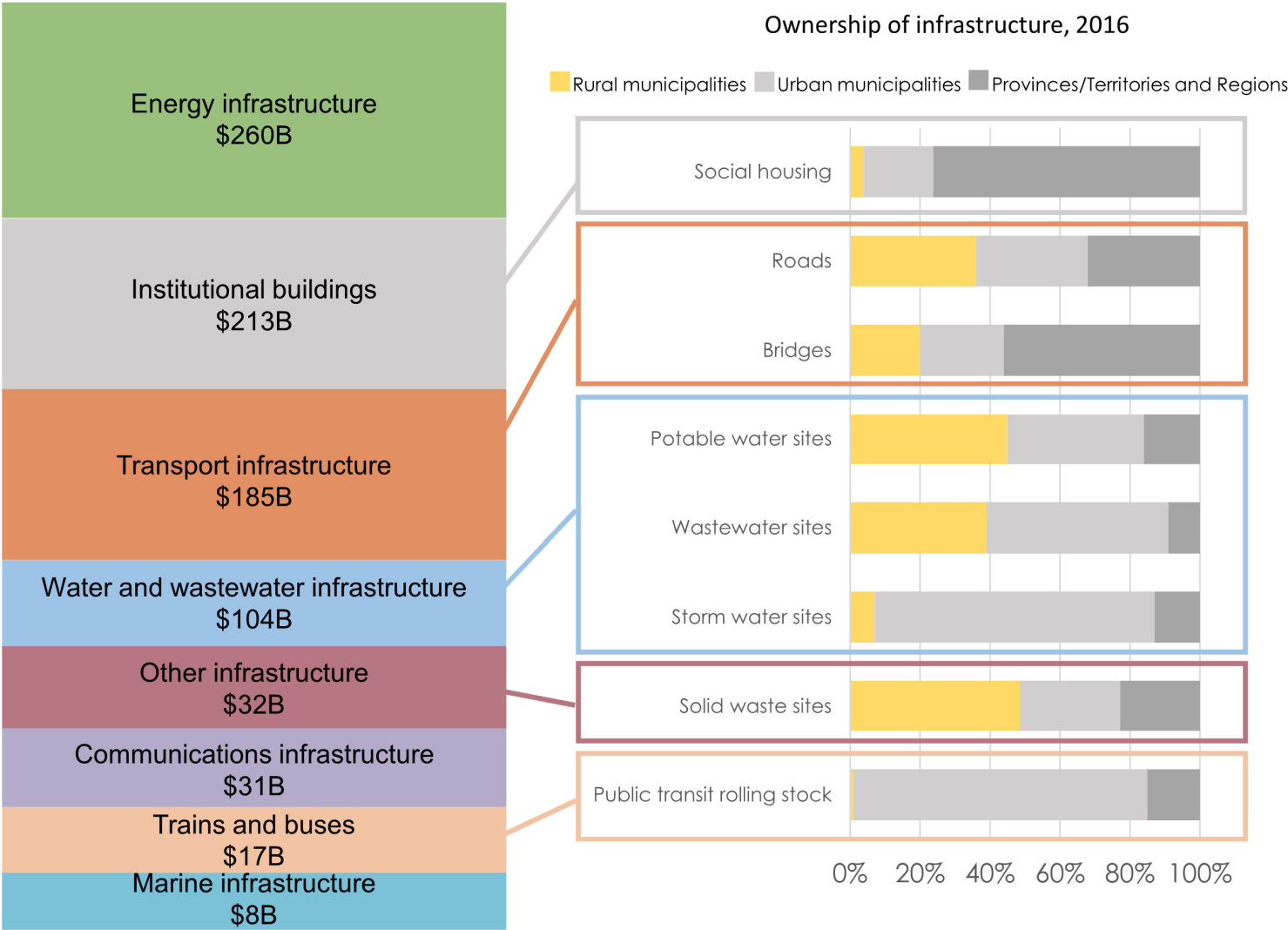
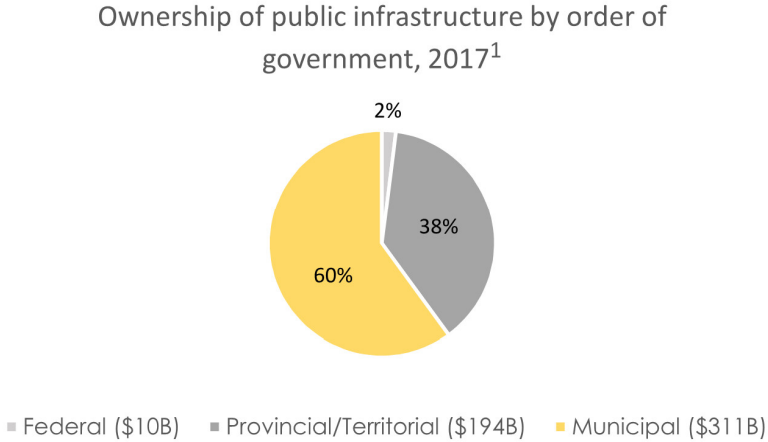
¹The amount invested from 2009 to 2018 is greater than the increase in stock across those years due to depreciation.
Source: Infrastructure Economic Account (Statistics Canada).

THE PUBLIC SECTOR OWNS 69% OF INFRASTRUCTURE



Source: Infrastructure Economic Account (Statistics Canada).

PROVINCES, TERRITORIES AND MUNICIPALITIES OWN MOST PUBLIC INFRASTRUCTURE IN CANADA



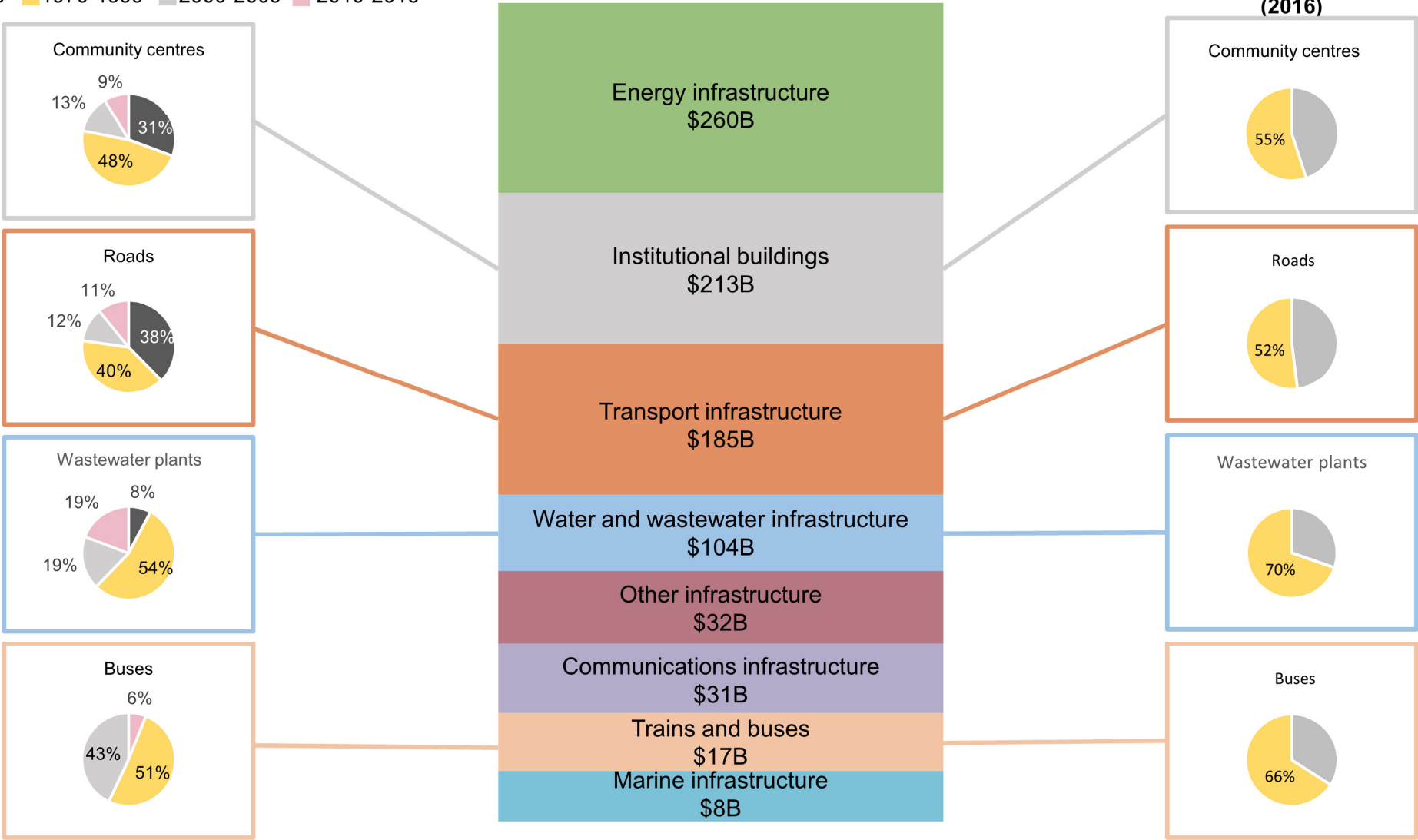
¹Values are calculated from stocks of non-residential capital, a different data source than that used to calculate the stock of \$850 billion.
Sources: Table 36-10-0096-01 (Statistics Canada); Infrastructure Economic Account (Statistics Canada).

CANADA'S INFRASTRUCTURE IS MOSTLY IN GOOD CONDITION, BUT AGING

SELECT ASSETS BY PERIOD OF COMPLETION

■ Before 1970 ■ 1970-1999 ■ 2000-2009 ■ 2010-2016

PERCENT OF SELECT ASSETS IN GOOD OR BETTER CONDITION (2016)

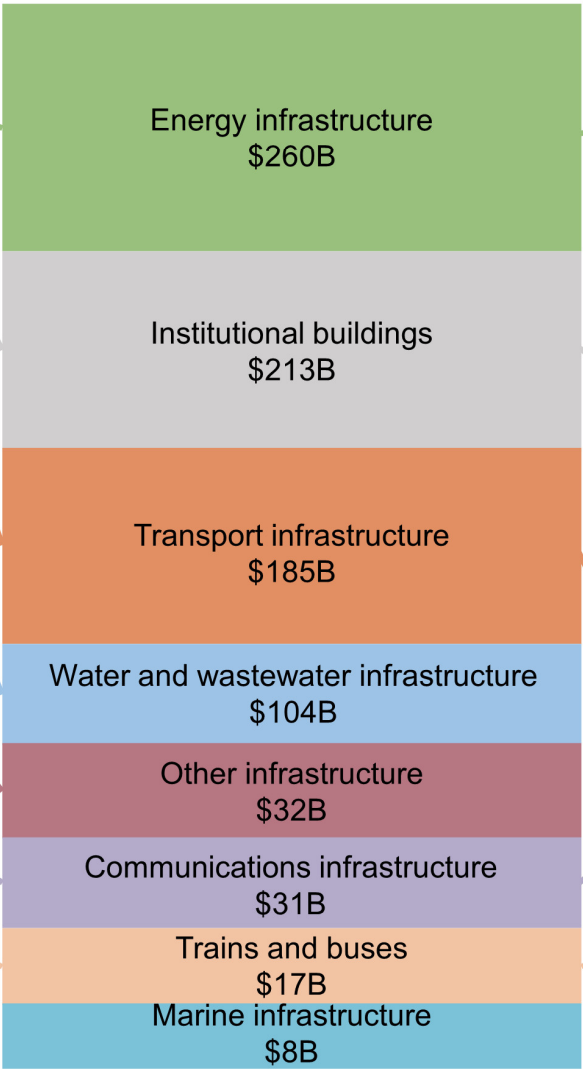


Sources: Canada's Core Public Infrastructure Survey; Infrastructure Economic Account (Statistics Canada).

INFRASTRUCTURE CANADA FUNDS A SUBSET OF ASSETS

WHAT INFRASTRUCTURE CANADA FUNDS:

- Green energy projects
- Cultural, recreational and sports facilities
- Highways and roads
- Bridges and tunnels
- Potable water infrastructure
- Storm water infrastructure
- Wastewater infrastructure
- Solid waste infrastructure
- Disaster mitigation and adaptation
- Capacity building
- Broadband
- Buses
- Light and heavy rail



WHAT INFRASTRUCTURE CANADA DOESN'T GENERALLY FUND:

- Nuclear energy
- Pipelines
- Hospitals
- Schools, colleges and universities
- Social housing
- Fire halls
- Police stations and correctional facilities
- Municipal, provincial and other administrative buildings
- Cargo rail
- Private mobile infrastructure
- Intercity rail
- Private bus services

Sources: Project Data (Infrastructure Canada); Infrastructure Economic Account (Statistics Canada).



INFRASTRUCTURE IS CROSS-SECTORAL

THE STATE OF INFRASTRUCTURE IN CANADA

1. The economy

2. The environment

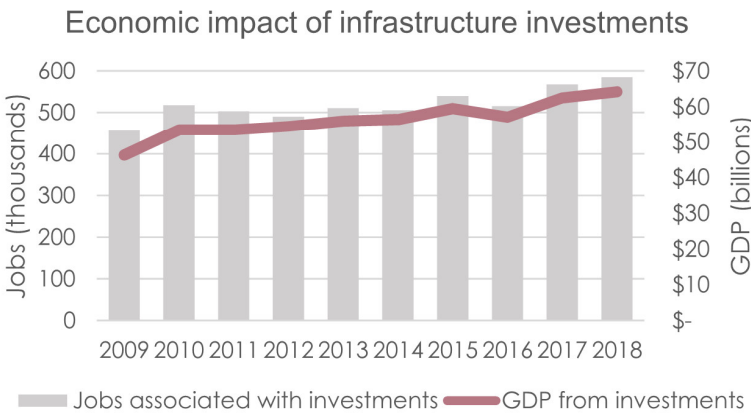
3. Our communities



INFRASTRUCTURE INVESTMENT HAS SHORT- AND LONG-TERM ECONOMIC IMPLICATIONS

THE CONSTRUCTION OF INFRASTRUCTURE DIRECTLY CONTRIBUTES TO EMPLOYMENT AND OUTPUT

- For every \$1 million invested in a given year, about 7 jobs are generated to construct, manufacture or purchase the infrastructure.
- Investment also boosts competitiveness – especially when strategic investments in transport and trade-related assets are made.
- In the long-term, public investments can spur growth by boosting productivity.
- According to the International Monetary Fund, raising infrastructure investment by 1% of GDP boosts economic output by approximately 2.5% within 10 years.



WORLD ECONOMIC FORUM GLOBAL COMPETITIVENESS INDEX¹

Category	Canada's rank, 2019 (of 141)
Railroad density	68
Quality of roads	30
Liner shipping connectivity	26
Exposure to unsafe drinking water	15
Reliability of water supply	22
Road connectivity rate	4
Overall infrastructure	26

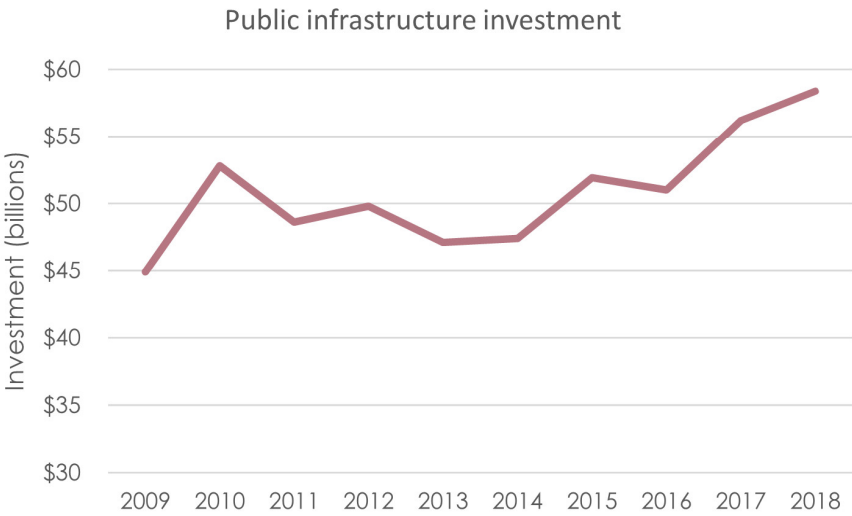
¹This index scores 141 countries on the quality of 12 pillars of economic performance, including infrastructure. Each pillar comprises numerous subcomponents - six infrastructure subcomponents are listed here.

Sources: Infrastructure Economic Account (Statistics Canada); Global Competitiveness Index 2019 (World Economic Forum); World Economic Outlook 2014 (International Monetary Fund).

INVESTMENT IN INFRASTRUCTURE ENSURES CANADA'S INFRASTRUCTURE IS SUSTAINABLE GOING FORWARD

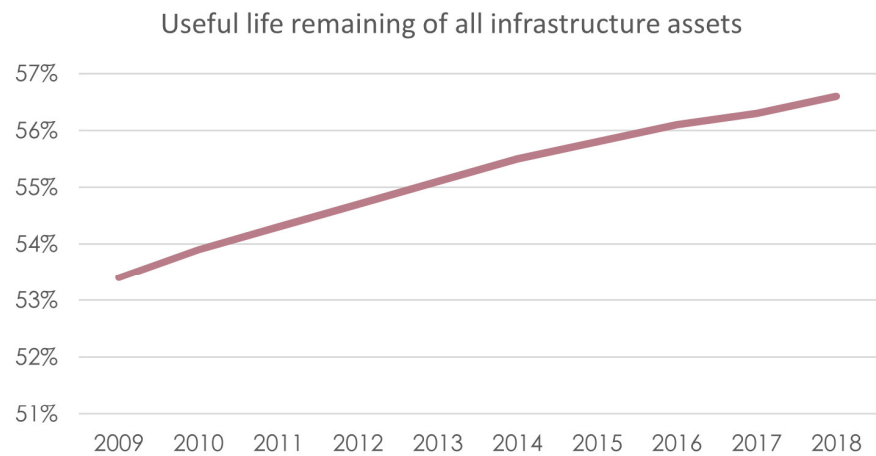
PUBLIC INFRASTRUCTURE INVESTMENT IS TRENDING UPWARDS

- From 2009 to 2018, public infrastructure investment grew from \$45 billion to \$58 billion, an increase of 30%.



CANADIANS GET MORE USE OUT OF THEIR ASSETS THROUGH INVESTMENT

- Infrastructure investment counters depreciation and increases infrastructure assets' remaining useful life.



Source: Infrastructure Economic Account (Statistics Canada).

1. The economy

2. The environment

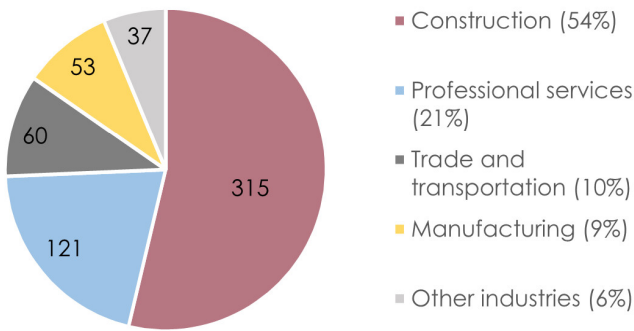
3. Our communities

INFRASTRUCTURE PRODUCTION INVOLVES MANY INDUSTRIES

ABOUT HALF OF ALL INFRASTRUCTURE PRODUCTION COMES FROM THE CONSTRUCTION INDUSTRY, BUT OTHER INDUSTRIES PLAY BIG ROLES

- Among the construction industry, the vast majority of enterprises are small- and medium-sized.
- In the tech industry, firms are innovating in areas such as traffic management, efficient streetlights and mapping.

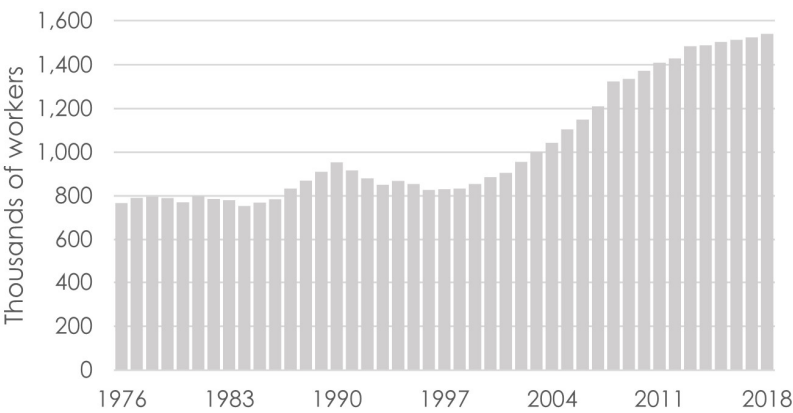
Infrastructure jobs by industry (thousands)



THE CONSTRUCTION INDUSTRY FACES CHALLENGING DEMOGRAPHICS

- Over the next decade, an estimated 300,000 new workers will be needed to balance increasing demand, the slowdown in construction labour force growth, and 261,100 anticipated retirements.

Construction labour force



Sources: *Infrastructure Economic Account* (Statistics Canada); *Table 14-10-0023-01* (Statistics Canada), *National Summary 2019-2028* (BuildForce).

1. The economy

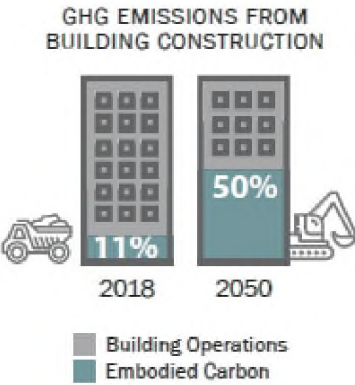
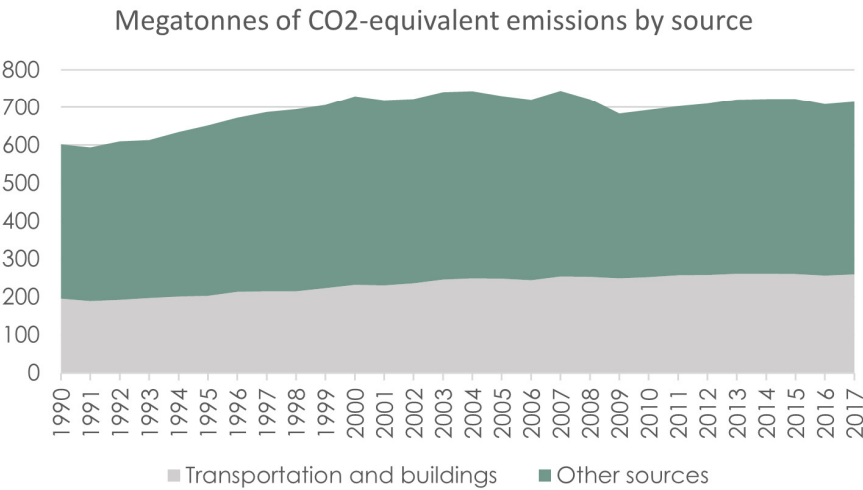
2. The environment

3. Our communities

PUBLIC INFRASTRUCTURE IS CRUCIAL TO MITIGATING AND ADAPTING TO CLIMATE CHANGE

INFRASTRUCTURE USE CONTRIBUTES TO GREENHOUSE GAS EMISSIONS

- Transportation and buildings account for one-third of all greenhouse gas emissions.
 - What is built defines the range of options available to individuals and companies (e.g. transit vs. roads).
 - How infrastructure is built defines the baseline emissions level, as inefficient designs become “locked in”. More efficient future designs are expected to reduce the operational emissions intensity of infrastructure. Current estimates suggest that future efficient designs will reduce operation emissions to 50% from the current level of 89%.
- Over the past decade, the emissions intensity of infrastructure production has decreased – further strategic investment can continue this trend.



Sources: Greenhouse Gas Emissions (Environment and Climate Change Canada, 2017); GHG Emissions from Building Construction (Green Construction Board, 2014).

PUBLIC INFRASTRUCTURE IS CRUCIAL TO MITIGATING AND ADAPTING TO CLIMATE CHANGE

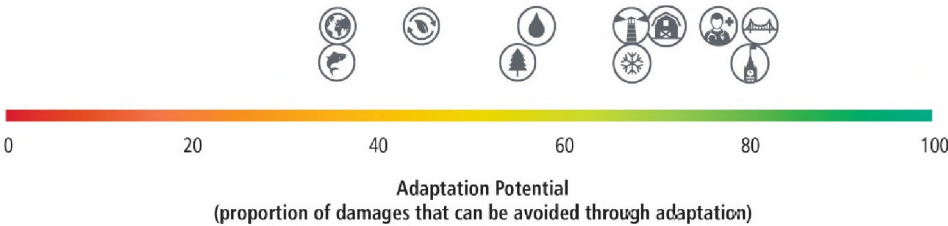
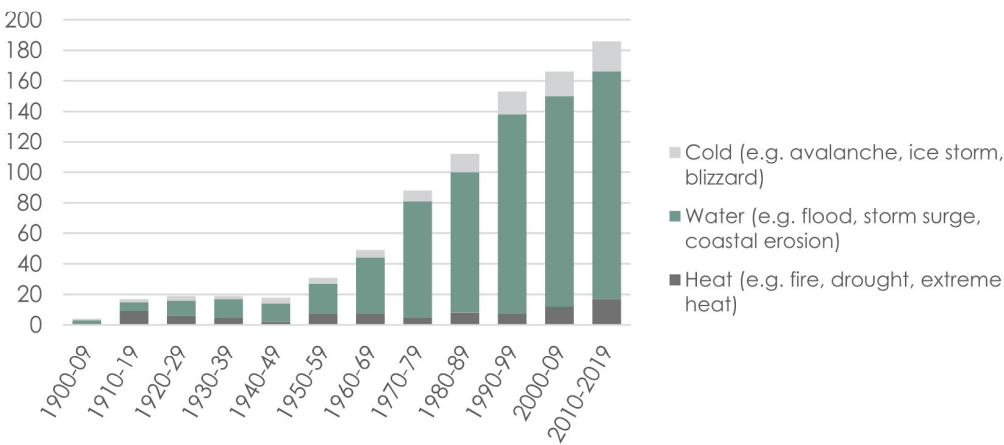
INFRASTRUCTURE IS HIGHLY AFFECTED BY CLIMATE CHANGE – NATURAL DISASTERS ARE BECOMING MORE FREQUENT AND SEVERE

- Resilient infrastructure can better withstand and protect communities from impacts of climate change

USE OF CLIMATE-RESILIENT INFRASTRUCTURE OFFERS MUCH POTENTIAL TO REDUCE RISK

- Data, guidance, standards and codes can help inform how infrastructure is located, designed, built and operated – to adapt to a changing climate

Number of natural disasters in Canada by decade



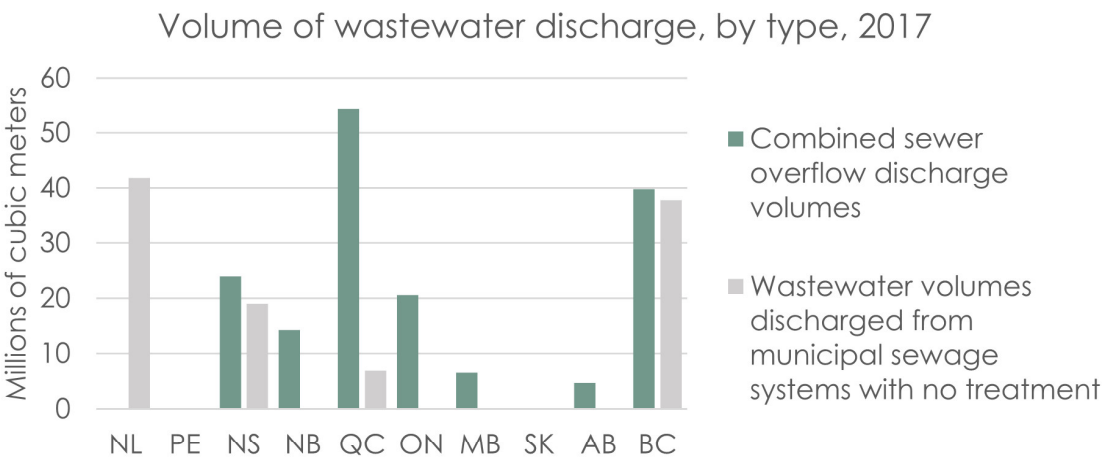
Sources: Emergency Management and Climate Adaptation (Public Safety Canada, 2019); Canada's Top Climate Change Risks (Council of Canadian Academies, 2019).

1. The economy

2. The environment

3. Our communities

STRATEGIC INVESTMENTS CAN IMPROVE WASTEWATER TREATMENT RATES AND DOWNSTREAM ECOLOGICAL OUTCOMES



IN 2017, ABOUT 106 MILLION CUBIC METRES OF UNTREATED WASTEWATER WERE DISCHARGED INTO THE ENVIRONMENT – ABOUT 2% OF ALL DISCHARGES

- An additional 164 million cubic metres of overflow was discharged from combined sewers.
- As the number of heavy rainfall days and floods associated with climate change increase, so too will untreated wastewater overflows and discharges.
- Investments in resilient wastewater treatment infrastructure – including natural infrastructure – can contribute to broader Government wastewater effluent objectives while increasing climate resilience and improving ecological outcomes.

Source: Table 38-10-0124-01 (Statistics Canada).

1. The economy

2. The environment

3. Our communities

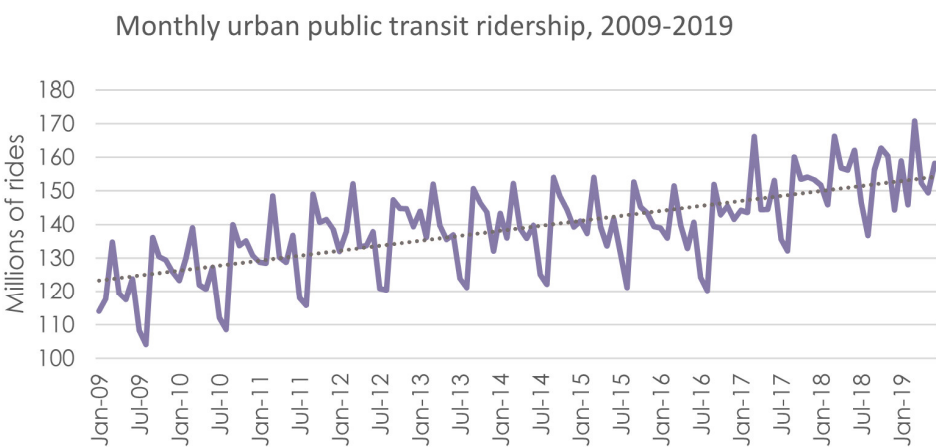
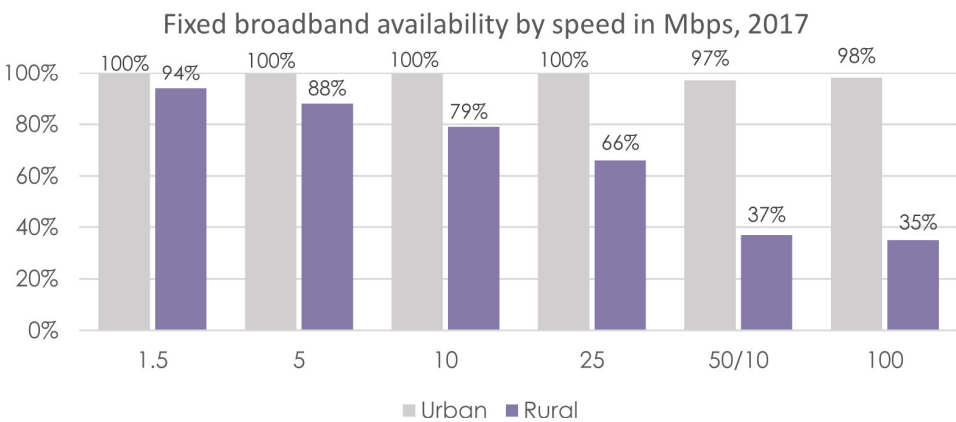
INFRASTRUCTURE INVESTMENTS PROVIDE COMMUNITIES WITH OPPORTUNITIES

CONNECTIVITY IS AN ESSENTIAL SERVICE AND PREREQUISITE TO PARTICIPATE IN THE DIGITAL ECONOMY

- There is still a large gap between urban and rural access to high-speed broadband internet connections.
- In the Territories, access is even lower.

PUBLIC TRANSIT RIDERSHIP HAS INCREASED OVER THE LAST DECADE

- Public transit investments help efficiently move people and goods, reduce emissions and promote labour mobility.



Source: High-Speed Access for All: Canada's Connectivity Strategy (Innovation, Science and Economic Development Canada); Table 23-10-0251-01 (Statistics Canada).

1. The economy

2. The environment

3. Our communities

INFORMED INVESTMENTS ARE IMPORTANT FOR COMMUNITIES

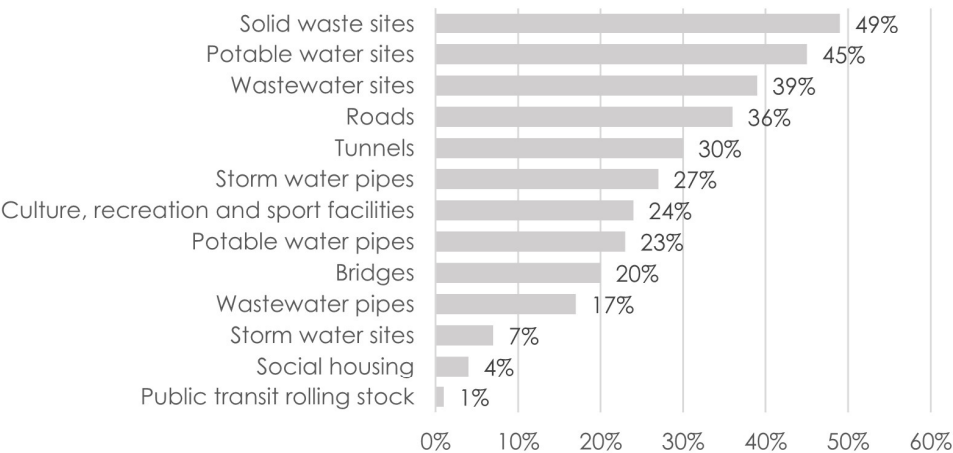
MUNICIPALITIES MUST MAKE KEY STRATEGIC PUBLIC INFRASTRUCTURE INVESTMENT DECISIONS

- Many communities struggle to maintain, operate and build new infrastructure.
- Rural municipalities and Indigenous communities may face additional capacity constraints.

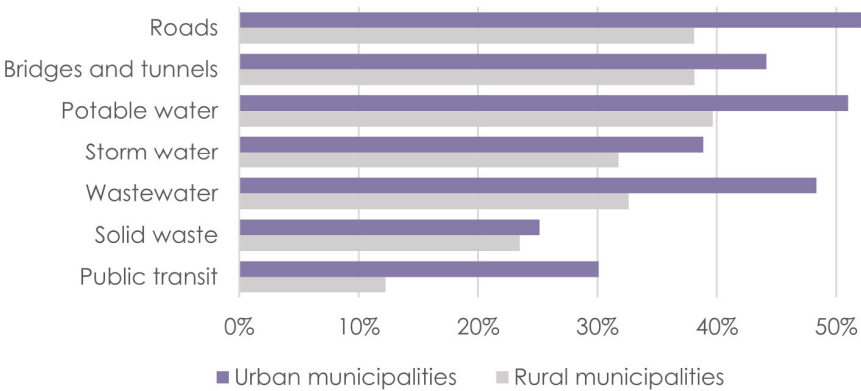
MOST COMMUNITIES DO NOT USE ASSET MANAGEMENT PLANS

- Compared to urban centres, rural municipalities are even less likely to have asset management plans; unless otherwise legislated.
- However, most (58%) asset owners are factoring in climate change to their decision making process.

Percent of assets owned by rural municipalities



Prevalence of asset management planning, 2016



Source: Canada’s Core Public Infrastructure Survey (Statistics Canada).

1. The economy

2. The environment

3. Our communities

THE STATE OF INFRASTRUCTURE IN CANADA

SUMMARY

- Canada's infrastructure stock has grown to over \$850 billion over the last decade, equivalent to about 40 per cent of GDP.
 - The public sector plays a key role – 69% is publicly owned.
- Sustained infrastructure investment is an essential factor in Canada's short- and long-term economic success.
- Infrastructure can play a central role in adapting to and mitigating the effects of climate change and other environmental concerns.
- Effective infrastructure planning and investments are vital to ensuring Canada's communities enjoy a high quality of life and access to opportunities.





MINISTER OF INFRASTRUCTURE AND COMMUNITIES

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ATIA - 17

KEY CONTACTS / PRINCIPALES COORDONNÉES

MINISTRE DE L'INFRASTRUCTURE ET DES COLLECTIVITÉS

Office Address / Adresse du bureau

Infrastructure Canada

427 Laurier Avenue West/427, avenue Laurier Ouest, [REDACTED] Ottawa (ON) K1R 1B9

Minister's Office Reception/Réception du cabinet du ministre

613-949-1759

Driver/Chauffeur

Deputy Minister/Sous-ministre

Kelly Gillis W/T : 613-960-5661 | C : [REDACTED]

Processed under the provisions of the Access to Information Act /

Révisé en vertu de la Loi sur l'accès à l'information

DM Chief of Staff/Chef de cabinet de la SM

Jennifer Eyre W/T : 613-960-9666 | C : [REDACTED]

Departmental Liaison/Liaison ministérielle

Jeanna Chan W/T : 613-941-0745 | C : [REDACTED]

PMO Switchboard/Standard téléphonique du CPM 613-992-4211

Emergency Contact for Building Security (*after hours*) /

Contact en cas d'urgence concernant la sécurité de l'immeuble (*après les heures*) [REDACTED]



INFRASTRUCTURE CANADA

**DEPARTMENT &
PORTFOLIO
OVERVIEW**

2019



INFRASTRUCTURE CANADA OVERVIEW

DEPARTMENT AND PORTFOLIO	2
SECTION 1 – INFRASTRUCTURE CANADA.....	2
MANDATE.....	2
INFC ORGANIZATIONAL INFORMATION.....	4
Deputy Minister’s Office (DMO)	5
Program Operations Branch (POB)	5
Policy and Results Branch (PRB).....	6
Investment, Partnerships and Innovation Branch (IPI).....	6
Centre for Rural Economic Development	7
Corporate Services Branch (CSB)	7
Communications	8
Audit and Evaluation.....	8
Corporate Secretariat	8
CONSTITUTING LEGAL AUTHORITIES AND AGREEMENTS	9
SECTION 2 – PORTFOLIO ORGANIZATIONS.....	11
Canada Infrastructure Bank	12
Windsor-Detroit Bridge Authority	13
Jacques Cartier and Champlain Bridges Incorporated.....	14
Waterfront Toronto	15

DEPARTMENT AND PORTFOLIO

SECTION 1 – INFRASTRUCTURE CANADA

MANDATE

Public infrastructure projects help address a wide array of challenges for communities across the country—ranging from the rapid growth of our cities, to providing transit options to connect Canadians to employment, services, and recreational opportunities, to providing rural and remote communities with access to broadband, to helping communities cope with climate change and environmental threats to our water and land. Infrastructure Canada provides support to help ensure that Canadians across the country benefit from world-class, modern public infrastructure. To this end, the department makes investments, builds partnerships, develops policies, delivers programs, and fosters knowledge about public infrastructure in Canada.

Infrastructure Canada (INFC) is a key funding partner for provincial, territorial and municipal partners. The department delivers and manages a broad spectrum of programming including the Investing in Canada Infrastructure Program (\$33B), the Disaster Mitigation and Adaptation Fund (\$2B), the Smart Cities Challenge (\$300 million), the Federal Gas Tax Fund (\$2B annually indexed at 2 per cent per year, starting in 2014-15, with increases applied in \$100-million increments from 2014-15 to 2023-24 plus a one-time \$2.2B transfer in 2019-2020) that are open to new project approvals, as well as delivering a dozen other fully allocated programs.

The Infrastructure Canada portfolio includes two of the largest bridge projects in North America; the Samuel De Champlain Bridge Project and the Gordie Howe International Bridge Project. While the Samuel De Champlain Bridge opened to vehicular traffic in early summer 2019, the construction work is continuing on implementation of light rail (REM Project) to finish the remainder of the corridor. The Gordie Howe International Bridge is a new international crossing between Windsor, Ontario and Detroit, Michigan, with an expected completion date of 2024.

The department also houses the Centre for Rural Economic Development. The Centre was established following the appointment of a Minister of Rural Economic Development in January 2019 and the subsequent launch of the Rural Economic Development Strategy. The Centre provides leadership for strong and resilient rural communities as an integral part of the Canadian economy, by providing a focus on rural needs, working across departments and agencies (particularly with the Regional Development Agencies for rural community development, and collaborating with Innovation, Science and Economic Development Canada on rural broadband), with other orders of government, and a range of stakeholders. This has led to increased engagement: for example, the Federation of Canadian Municipalities is calling for the federal government to build a “rural lens” into all policy and programs. During transition, the government may wish to consider the extent to which additional authorities could support these objectives, as well as the relative effectiveness of housing rural economic development functions within Infrastructure Canada, with Innovation, Science and Economic Development/Regional Development Agencies, or elsewhere.

The Infrastructure Canada portfolio includes responsibilities with respect to four organizations:

The Canada Infrastructure Bank (CIB), established to invest, and to seek to attract investment from private sector investors and institutional investors, in infrastructure projects that will generate revenue and that will be in the public interest.

The Windsor-Detroit Bridge Authority (WDBA), responsible for the construction and eventual operation of the Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan, which is being delivered through a Public Private Partnership. The project is also overseen by a binational governance entity known as the International Authority, which has equal representation from Canada and Michigan, and monitors compliance with the Crossing Agreement.

The Jacques Cartier and Champlain Bridges Incorporated (JCCBI), responsible for managing, operating and maintaining the Jacques Cartier Bridge, the Champlain Bridge, the Bonaventure Expressway, the federal section of the Honoré Mercier Bridge, the Melocheville Tunnel, and the Champlain Bridge Ice Control Structure. It is also responsible for the deconstruction of the existing Champlain Bridge.

Waterfront Toronto, a tri-government (federal, provincial, municipal) corporation, established under provincial legislation as a not-for-profit entity mandated with leading and implementing the Toronto Waterfront Revitalization Initiative.

Additional information about the portfolio entities can be found in Section 2.

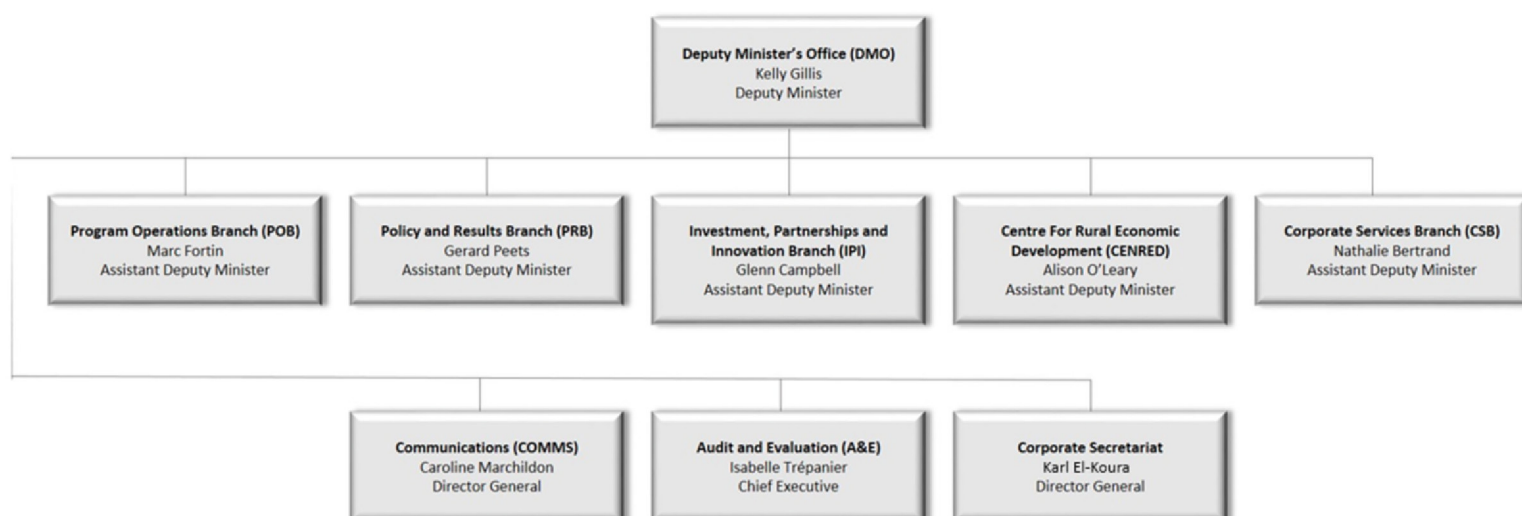
INFC ORGANIZATIONAL INFORMATION

Unlike many federal departments, INFC has no enabling legislation. The work of the department is governed by a number of enabling acts and regulatory mechanisms, and its operating budget is time limited.

Infrastructure Canada's budget in 2019-20 is \$11B, and is comprised of four main elements; namely \$83.1M to support the department's operating functions and the salary of its 472 full-time equivalents (FTEs); \$1.3B allocated to Major Bridges, which is tied specifically to the Samuel De Champlain Bridge Corridor Project and the Gordie Howe International Bridge; \$5.2B in Grants and Contributions funding, which is used to reimburse claims submitted by recipients; and \$4.4B in statutory funding for the Gas Tax Fund, the Employee Benefit Plan and Ministerial salary and car allowance.

The department principally operates from the National Capital Region, with the exception of the Samuel De Champlain Bridge Corridor Project team, which operates from Ottawa and Montreal.

Led by the Deputy Minister of Infrastructure and Communities, the department is served by five Assistant Deputy Ministers, working in 8 functional areas, as outlined below:



Deputy Minister's Office (DMO)

DEPUTY MINISTER



Kelly Gillis
Deputy Minister

The Deputy Minister's Office (DMO) serves as a single point of contact for Ministers and their offices to ensure horizontal linkages and integration of issues across the department. The Deputy Minister and her advisors provide Ministers and their staff with advice on all business lines of the department.

Deputy Minister's Office – Key Contacts

Jennifer Eyre – Chief of Staff

Jeanna Chan – Infrastructure and Communities Departmental Liaison

Line Geerts – Executive Assistant to the Deputy Minister

Program Operations Branch (POB)

BRANCH HEAD



Marc Fortin
Assistant Deputy
Minister

The Program Operations Branch manages the operations of all INFC programs, including implementing the Investing in Canada Infrastructure Program (ICIP), the Disaster Mitigation and Adaptation Fund (DMAF), Gas Tax Fund (GTF) as well as Legacy Programs.

POB negotiates and manages infrastructure funding agreements. The Branch also provides program-related advice; risk management and analysis; environmental assessments; Indigenous consultation determinations; and program reporting.

POB – Directorates

Nathalie Lechasseur – Director General, Program Integration

Jean-François La Rue – Director General, North / Atlantic / Ontario, Disaster Mitigation and Adaptation Fund

Michèle Ouellette – Director General, Quebec / West

Policy and Results Branch (PRB)

BRANCH HEAD



Gerard Peets
Assistant Deputy
Minister

The Policy and Results Branch identifies and assesses broad infrastructure issues, priorities, needs for potential federal action and also contributes to federal policy development. PRB reviews and assesses strategic infrastructure investments and provides advice on policy and cabinet issues. The Branch is responsible for reporting on results, as well as focusing on data and research to strengthen evidence-based decision-making for all orders of government. PRB is responsible for delivering the Smart Cities Challenge.

PRB – Directorates

Robert Judge – Acting Director General, Strategic and Sectoral Policy

Sean Keenan – Director General, Economic Analysis and Results

Jenny Tremblay – Director General, Smart Cities Challenge

Investment, Partnerships and Innovation Branch (IPI)

BRANCH HEAD



Glenn Campbell
Assistant Deputy
Minister

The Investment, Partnerships and Innovation Branch is a centre of expertise on innovative approaches to infrastructure delivery, including alternative approaches to funding, financing and procurement, as well as opportunities for partnerships with the private sector to deliver public infrastructure.

IPI is responsible for program delivery through the P3 Canada Fund, intergovernmental partnerships through Waterfront Toronto Revitalization, oversight and support for the Canada Infrastructure Bank, as well as the Gordie Howe International Bridge project in Windsor-Detroit and the Samuel de Champlain Bridge project in Montréal.

The Branch also supports horizontal policy development and monitors developments in the infrastructure finance sector, domestically and globally.

IPI – Directorates

Lisa Mitchell – Senior Director, Policy

Marie-Josée Lambert – Senior Director, Operations

Chantale Côté – Acting Director General, Major Bridge Projects
--

Centre for Rural Economic Development

BRANCH HEAD



Alison O'Leary
Assistant Deputy
Minister

The Centre for Rural Economic Development works via a whole-of-government approach to coordinate research, analyze data, and provide advice regarding rural economic development issues.

The Centre advances strong and resilient rural communities as an integral part of the Canadian economy by working across departments and agencies, with other orders of government, and a range of stakeholders. The Centre encourages a focus on rural needs in federal policies and programs.

Corporate Services Branch (CSB)

BRANCH HEAD



Nathalie Bertrand
Assistant Deputy
Minister

The Corporate Services Branch provides advice, support and services relating to INFC corporate functions, including procurement, human resources, finance, security, planning and administration, accommodations, information management, and information technology.

CSB – Directorates

Greg Hall – Director General, Finance and Administration
--

Véronique Gauthier – Director General, Human Resources
--

Joann Shields – Chief Information Officer and Director General, Information Management and Information Technology

Communications

BRANCH HEAD



*Caroline
Marchildon*
Director General

The Communications Branch provides advice, planning, and delivery of communications activities and products that support the department's mandate and that inform Canadians on progress and results of federal investments in infrastructure.

Audit and Evaluation

BRANCH HEAD



*Isabelle
Trépanier*
Chief Executive
Audit and
Evaluation

The Audit and Evaluation Branch conducts independent audits to provide assurance on the governance, risk management and control processes of the department. The Branch also carries out evaluation projects to assess the relevance, value, and impact of programs and initiatives.

Corporate Secretariat

BRANCH HEAD



Karl El-Koura
Director General,
Corporate
Secretariat

The Corporate Secretariat supports the department by providing advice and services in the areas of parliamentary affairs, access to information and privacy, ministerial coordination and trips, executive correspondence; portfolio coordination, and internal governance.

The Corporate Secretariat manages the **MINO Admin mailbox** that can be used by ministerial staff to submit questions related to human resources, IT and IM, accommodations, security, and other administrative matters.

CONSTITUTING LEGAL AUTHORITIES AND AGREEMENTS

- *Canada Strategic Infrastructure Fund Act (2002, c. 9, s. 47) (CSIF)*
- *P.C. Order in Council 2004-0325*; (provides authority for the appropriate Minister for the Office of Infrastructure of Canada to enter into transfer payment agreements related to infrastructure initiatives in Canada) Note: Infrastructure Canada does not have an enabling statute.
- The following pieces of legislation pertaining to the **Gas Tax Fund**:
 - *Keeping Canada's Economy and Jobs Growing Act, S.C. 2011, c. 24*; and
 - *Economic Action Plan 2013 Act, No. 1, S.C. 2013, c. 33, section 233*.
- The following Order in Council pertaining to the assignment of the **Minister for Rural Economic Development**:
 - *P.C. Order in Council 2019-0004*
- The following legislation, Orders in Council and Canada-Michigan Crossing Agreement pertaining to the **Gordie Howe International Bridge Project**:
 - *Crossing Agreement between Her Majesty the Queen in Right of Canada and the State of Michigan and the Crossing Authority*;
 - *International Bridges and Tunnels Act, S.C. 2007, c.1*;
 - *Bridge to Strengthen Trade Act, S.C. 2012, c. 31, s. 179*;
 - *P.C. Order in Council 2012-1350* (issuance of the letters patent for the WDBA);
 - *P.C. Order in Council 2015-1236* (transfers from the Minister of Transport to the Minister of Infrastructure, Communities and Intergovernmental Affairs the powers, duties and functions under the Letters Patent of incorporation for the establishment of the WDBA);
 - *P.C. Order in Council 2015-1237* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs as the appropriate Minister for the WDBA);
 - *P.C. Order in Council 2015-1238* (transfers from the Minister of Transport to the Minister of Infrastructure, Communities and Intergovernmental Affairs the powers, duties and functions under the *Bridge to Strengthen Trade Act*); and
 - *P.C. Order in Council 2017-1053* (issuance of the supplementary letters patent amending the letters patent for the WDBA)
- The following legislation and Order in Council pertaining to the **New Bridge for the St. Lawrence Corridor Project** (commonly known as the Samuel De Champlain Bridge Corridor Project):
 - *New Bridge for the St. Lawrence Act, S.C. 2014, c. 20, s. 375*; and
 - *P.C. Order in Council 2014-0144* (transfers from the Department of Transport to the Office of Infrastructure of Canada the control and supervision of that portion of the federal public administration in the Department of Transport known as the Unit Responsible for Federal Bridges in the Region of Montreal).

-
- The following legislation and Order in Council pertaining to the **Canada Infrastructure Bank**:
 - *Canada Infrastructure Bank Act, S.C. 2017, c. 20, s. 403; and*
 - *P.C. Order in Council 2017-1007* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs to be the Minister for the purposes of the *Canada Infrastructure Bank Act*).

 - The following Orders in Council pertaining to **Waterfront Toronto**:
 - *P.C. Order in Council 2015-1239* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs as the Minister responsible for matters relating to the activities of the federal government with respect to Waterfront Toronto); *and*
 - *P.C. Order in Council 2015-1240* (designates the Minister of Infrastructure, Communities and Intergovernmental Affairs to represent Her Majesty in right of Canada for the purposes of the *Toronto Waterfront Revitalization Corporation Act*).

SECTION 2 – PORTFOLIO ORGANIZATIONS


As previously outlined, the Minister of Infrastructure and Communities has responsibilities over four arm's length organizations:

- The Canada Infrastructure Bank (CIB)
- The Windsor-Detroit Bridge Authority (WDBA)
- The Jacques Cartier and Champlain Bridges Incorporated (JCCBI)
- Waterfront Toronto

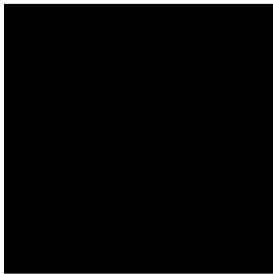

Each organization has a unique mandate and organizational structure. In accordance with the enabling legislation, the Minister of Infrastructure and Communities exercises varying degrees of responsibility for the organizations within the portfolio.

See below for more detailed information on each portfolio organization.


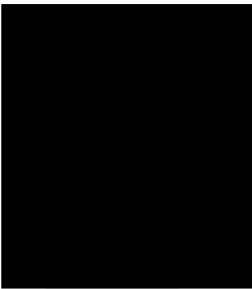
Canada Infrastructure Bank

LEADERSHIP	CORPORATE INFORMATION
 <p><i>Janice Fukakusa</i> Chair of the Board of Directors</p>	<p>Organization Type: Crown Corporation (FAA, Sched. III, Part I)</p> <p>Incorporation: <i>Canada Infrastructure Bank Act</i></p> <p>Year Incorporated: 2017</p> <p>Head Office: Toronto, ON</p> <p>Website: www.cib-bic.ca</p>
<p><i>Pierre Lavallée</i> President and Chief Executive Officer</p>	<p>MISSION, MANDATE AND DESCRIPTION</p> <ul style="list-style-type: none"> The Canada Infrastructure Bank (CIB) is a Crown corporation that reports to Parliament through the Minister of Infrastructure and Communities. It is mandated to invest \$35 billion of federal funding in revenue-generating infrastructure projects that are in the public interest and that attract private capital. The CIB acts as a centre of expertise by structuring proposals, negotiating infrastructure investments, and attracting private capital, advising governments on infrastructure projects, and collecting and disseminating data on the state of infrastructure in Canada to better inform infrastructure investment decisions. Working with provincial, territorial, municipal, federal, Indigenous and private sector investor partners, the Bank aims to transform the way infrastructure is planned, funded and delivered in Canada by: <ul style="list-style-type: none"> engaging private sector partners early in the planning and design process; advancing revenue-based business models, where appropriate; and exploring new and innovative approaches to project finance and delivery. <p>GOVERNANCE</p> <p>The CIB is led by a Chief Executive Officer, who reports to the Board of Directors.</p> <p>The CIB's Board is composed of the Chairperson and 8 to 11 other directors, appointed by the Governor in Council.</p>



Windsor-Detroit Bridge Authority

LEADERSHIP	CORPORATE INFORMATION
<div></div> <div>Dwight Duncan Chair of the Board of Directors</div> <div></div> <div>Bryce Phillips Chief Executive Officer</div>	<p>Organization Type: Crown Corporation (FAA, Sched. III, Part I)</p> <p>Incorporation: Established by Letters Patent pursuant to subsection 29(1) of <i>International Bridges and Tunnels Act</i>; P.C. Order-in-Council 2012-1350</p> <p>Year Incorporated: 2012</p> <p>Head Office: Windsor, ON</p> <p>Website: www.gordiehoweinternationalbridge.com</p>
MANDATE, MISSION AND DESCRIPTION	
<ul style="list-style-type: none">Windsor-Detroit Bridge Authority (WDBA) is a Crown corporation that reports to Parliament through the Minister of Infrastructure and Communities.WDBA is responsible for the delivery of the Gordie Howe International Bridge between Windsor, Ontario and Detroit, Michigan, through a public-private partnership (P3). It is also responsible for project oversight of the construction and the operation of the new crossing. As the operator of the new bridge, WDBA will set and collect all tolls.The project is a vital investment to the Canadian economy, and will facilitate increased trade capacity between Canada and the United States by providing redundancy and highway-to-highway connectivity at Windsor-Detroit – the business commercial land border crossing between Canada and the United States.	
GOVERNANCE	
<p>WDBA is led by a President and Chief Executive Officer (CEO) and governed by a Board of Directors. The Board is composed of up to nine members, including the Chairperson and the CEO, who are appointed by the Governor in Council. Directors are appointed by the Minister with the approval of the Governor in Council.</p> <p>In addition, the International Authority is a joint Canada-Michigan governance entity responsible for monitoring compliance of WDBA with the Crossing Agreement signed by Canada and Michigan. The International Authority consists of six members with equal representation from Canada and Michigan. Two members are appointed by Canada, one appointed by WDBA and three appointed by Michigan.</p>	

Jacques Cartier and Champlain Bridges Incorporated

LEADERSHIP	CORPORATE INFORMATION								
 <p><i>Paul T. Kefalas</i> Chair of the Board of Directors</p>  <p><i>Sandra Martel</i> Chief Executive Officer</p>	<p>Organization Type: Crown Corporation (FAA, Sched. III, Part I)</p> <p>Incorporation: <i>Canada Business Corporations Act</i></p> <p>Year Incorporated: JCCBI was established on November 3, 1978, and was a wholly owned subsidiary of the St. Lawrence Seaway Authority until 1998 when it became a wholly owned subsidiary of the Federal Bridge Corporation Limited. In 2014, JCCBI became a parent Crown corporation reporting to the Minister of Infrastructure and Communities.</p> <p>Head Office: Longueuil, QC</p> <p>Website: www.jacquescartierchamplain.ca</p> <tr> <th colspan="2" data-bbox="490 764 1421 814">MISSION, MANDATE AND DESCRIPTION</th></tr> <tr> <td colspan="2" data-bbox="490 814 1421 1537"> <ul style="list-style-type: none"> The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) is a Crown corporation that reports to Parliament through the Minister of Infrastructure and Communities. It oversees the management, maintenance and rehabilitation of three bridges and their approaches, namely the Jacques Cartier Bridge, the Samuel De Champlain Bridge and the federal portion of the Honoré Mercier Bridge. It is also responsible for three related infrastructures, namely the federal section of the Bonaventure Expressway, the Champlain Bridge Ice Control Structure and the Melocheville Tunnel. These structures play a vital role in the regional transportation system and economy. The JCCBI's mission is to ensure the mobility of users, the safety and the longevity of infrastructure using a systematic approach based on sustainable development. The Corporation plays a vital role in the daily life of thousands of users whose modes of transportation are constantly evolving. As an island city, Montreal depends on bridges to ensure the passage and mobility of goods and people. </td></tr> <tr> <th colspan="2" data-bbox="490 1537 1421 1587">GOVERNANCE</th></tr> <tr> <td colspan="2" data-bbox="490 1587 1421 1837"> <p>The JCCBI is governed by a Board of Directors, which is composed of 7 members, including the Chairperson and CEO. The Board members are appointed by the Minister upon approval of the Governor in Council. The Chair of the Board of Directors and the Chief Executive Officer are appointed by the Governor in Council upon recommendation from the Minister.</p> </td></tr>	MISSION, MANDATE AND DESCRIPTION		<ul style="list-style-type: none"> The Jacques Cartier and Champlain Bridges Incorporated (JCCBI) is a Crown corporation that reports to Parliament through the Minister of Infrastructure and Communities. It oversees the management, maintenance and rehabilitation of three bridges and their approaches, namely the Jacques Cartier Bridge, the Samuel De Champlain Bridge and the federal portion of the Honoré Mercier Bridge. It is also responsible for three related infrastructures, namely the federal section of the Bonaventure Expressway, the Champlain Bridge Ice Control Structure and the Melocheville Tunnel. These structures play a vital role in the regional transportation system and economy. The JCCBI's mission is to ensure the mobility of users, the safety and the longevity of infrastructure using a systematic approach based on sustainable development. The Corporation plays a vital role in the daily life of thousands of users whose modes of transportation are constantly evolving. As an island city, Montreal depends on bridges to ensure the passage and mobility of goods and people. 		GOVERNANCE		<p>The JCCBI is governed by a Board of Directors, which is composed of 7 members, including the Chairperson and CEO. The Board members are appointed by the Minister upon approval of the Governor in Council. The Chair of the Board of Directors and the Chief Executive Officer are appointed by the Governor in Council upon recommendation from the Minister.</p>	
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GOVERNANCE									
<p>The JCCBI is governed by a Board of Directors, which is composed of 7 members, including the Chairperson and CEO. The Board members are appointed by the Minister upon approval of the Governor in Council. The Chair of the Board of Directors and the Chief Executive Officer are appointed by the Governor in Council upon recommendation from the Minister.</p>									

Waterfront Toronto

LEADERSHIP	CORPORATE INFORMATION
 <p><i>Stephen Diamond</i> Chair of the Board of Directors</p>  <p><i>George Zegarac</i> Chief Executive Officer</p>	<p>Organization Type: Tri-Government Organization</p> <p>Incorporation: <i>Toronto Waterfront Revitalization Corporate Act</i></p> <p>Year Incorporated: 2001</p> <p>Head Office: Toronto, ON</p> <p>Website: www.waterfronttoronto.ca</p>
	<p>MISSION, MANDATE AND DESCRIPTION</p> <ul style="list-style-type: none"> Waterfront Toronto (formerly Toronto Waterfront Revitalization Corporation) is a tri-government organization. It was established following the commitment of \$500 million each by the Governments of Canada, Ontario, and Toronto. All three levels of government are represented on its board of Directors and the Minister of Infrastructure and Communities is responsible for appointing federal members. Waterfront Toronto has a 25-year mandate and \$30-billion long-term plan to transform 800 hectares of brownfield lands on Toronto's waterfront. This is one of the largest infrastructure projects in North America.
	<p>GOVERNANCE</p> <p>Waterfront Toronto's oversight is provided through three venues: a Board of Directors, an Intergovernmental Steering Committee, and an Executive Steering Committee.</p> <p>Waterfront Toronto's Board of Directors is composed of 12 members (four each appointed by the Government of Canada, the Province of Ontario, and the City of Toronto). A Chair may be jointly appointed by the three orders of government.</p>



Infrastructure
Canada

Canada



INFRASTRUCTURE CANADA

ESTABLISHING YOUR OFFICE

2019



TABLE OF CONTENTS

Welcome minister.....	4
Introduction	5
Administrative support	6
Security	7
Security Clearance Requests	7
Security Considerations	7
Office and Hill Passes	7
Threat and Risk Assessment	8
Office Sweep	8
Policies for Ministers' Offices.....	8
Assistance.....	8
Human Resources Management.....	9
Staffing	9
Pay.....	9
Departmental Staff Assigned to Ministers' Offices.....	10
Training	10
Mandatory	10
Recommended	11
Policies for Ministers' Offices.....	11
Assistance.....	11
Financial Management	12
Establishing the Ministers' Office Budgets	12
Budget Transfers and the Carry Forward of Unspent Funds	12
Financial Authorities	13
Policies for Ministers' Offices.....	13
Assistance.....	13
Office Accommodation and Supplies.....	14
Departmental HQ Offices.....	14
Ministers' Regional Offices	14
Office Furniture and Furnishings	14
Office Equipment and Supplies.....	14

Signature Arm (autopen)	14
Policies for Ministers' Offices.....	14
Assistance.....	15
Travel and Hospitality	16
Designated Travel card	16
Executive Vehicle for use by a Minister	16
Hospitality and Gifts.....	16
Proactive Disclosure.....	17
Policies for Ministers' Offices.....	17
Assistance.....	17
Contracting.....	18
Proactive Disclosure of Contracts	18
Policies for Ministers' Offices.....	18
Assistance.....	18
Services	19
Parking	19
Relocation	19
Policies for Ministers' Offices.....	19
Assistance.....	19
Official Languages	20
Policies for Ministers' Offices.....	20
Assistance.....	20
Information Management and Information Technology.....	21
Information Management	21
Information Technologies.....	21
Policies for Ministers' Offices.....	21
Assistance.....	21
Policies for Ministers' Offices.....	22
Key Contacts.....	23
Information for all New Staff Form.....	24
Direct Deposit Form	25
ID House of Commons (Hill Pass) Form	26
HRG Travel Profile Form.....	27

Travel Card Form.....	28
Acquisition Card Form.....	29
Insurance for Executive Vehicle Form	30
Signature Arm Cartridge (autopen) Form	31
Secret Security Clearance Forms	32
Videoconferencing Information.....	33
Floor Plan for INFC	34

ESTABLISHING YOUR OFFICE

WELCOME MINISTER

Welcome to Infrastructure Canada (INFC). In order to make your transition to INFC as smooth as possible, the department will provide support to ensure your office is well established to meet your needs. This will be coordinated by a departmental official ([MinoAdmin](#)) who is assigned by the Deputy Minister to facilitate the transmittal of departmental advice and who will be a key coordinator for arranging your office to best suit your requirements.

Upon your arrival, this support will include:

- Security requirements: assistance will be provided to ensure that all security requirements are implemented for the safety of you and your office, including arranging security consultations and briefings and providing appropriate tools for the protection of sensitive information. In addition, the department will assist in obtaining or validating security clearances for any incoming staff.
- Human resources: support will be provided to facilitate the arrival of incoming staff, including the letters of offer, as well as the provision of welcome kits with key administration information. The departmental can also provide temporary administrative support staff to assist you with establishing your office.
- Financial advice: you will receive a letter from the Treasury Board outlining budgetary information for your office. The department will be available to provide information and address any questions which may arise regarding the Ministerial budget.
- Vehicle services: your vehicle will be available to you immediately following the swearing in ceremony, as well as a temporary driver should you require one.
- Administrative needs: the department will be available to address any administrative need which may arise, and your preferences will be sought regarding several administrative items, including the selection of electronic devices, the establishment of protocols for the use of an autopen, and the arrangement of your office suite and business cards.

Once your Chief of Staff has been appointed, the department will provide them a welcome kit containing more detailed administrative information to help establish your office and address any requirements you may have.

The Deputy Minister and the department are also prepared to brief you on the department's mandate, as well as legislation (e.g.: *Access to Information and Privacy Act*) and practices (e.g.: information management) relevant to the day to day operations of a Minister's office. The departmental official ([MinoAdmin](#)) will work with your office to coordinate these sessions, depending on your availability and interest.

Please find at the end of this document, a list of [key contacts](#), should you require any immediate assistance in the coming days. We look forward to helping you establish your office.

INTRODUCTION

Ministers and exempt staff are subject to Treasury Board policies and regulations. In accordance with the *Financial Administration Act*, the Treasury Board provides advice and makes recommendations on how the government spends money on programs and services, how it regulates and how it is managed.

To support your office, the department will be following the Treasury Board [Policies for Ministers' Offices](#) (the "Policies"). These Policies consolidate the various financial, personnel, and administrative rules and regulations that govern ministers and their exempt staff when they perform duties directly related to their responsibilities.

By its very nature, the Policies cannot be all-inclusive and, as such, source documents are cited in this binder where appropriate. Other guidelines included in the Policies are the [Contracting policy](#) and [Directive on Travel, Hospitality, Conference and Event Expenditures](#).

The departmental staff can guide you and your office on interpreting these policies, directives and internal tools, as required.

ADMINISTRATIVE SUPPORT

Your Ministerial office is supported by [MinoAdmin](#), a small group of departmental staff, paid for by the department who are assigned to provide administrative assistance within the scope of your portfolio responsibilities.

The departmental liaison Officer (DL) will be responsible for non-partisan departmental advice and will be the liaison between the Minister's office and the department, and manages the interaction between your staff and the department, as well the sharing of information and documents.

The Executive Correspondence Unit (ECU) provides information management services by coordinating responses to the Minister's mail. ECU works closely with the departmental subject matter experts and other regional contacts to prepare draft replies for the Minister's signature.

The department can also provide three public servant administrative support staff to the Minister's office. The roles and responsibilities of these staff are outlined in the Policies, and may include administrative assistants to support the office, such as a receptionist. It is important to note that the salary for these positions would be funded by the department. [MinoAdmin](#) can assist you in staffing these depending on your office's needs.

SECURITY

All individuals who work in or for the office of any minister, including exempt staff, other employees, contractors, students, and persons on loan, assignment, or secondment, regardless of their work location, require at a minimum a Level 2 (Secret) security clearance prior to appointment.

A Top Secret clearance is required for individuals who will have access to information classified at that level.

SECURITY CLEARANCE REQUESTS

Employees who do not have a valid secret security clearance will need to complete the following security clearance [forms](#). To expedite the process, the department will be available to assist in the completion of screening forms for any incoming staff. These forms will be sent for analysis and either an approved or denied secret clearance will be obtained.

The processing time for security clearance varies based on the complexity of the individual's file. However, on average, new secret security clearance requests as well as an update of a security clearance can take between 2 to 12 weeks. The verification of a security clearance from another department can typically be done within 2 business days as long as the individual file is complete at the other department.

SECURITY CONSIDERATIONS

Your security, as well as of your office, is a priority for INFC and upon your arrival, we will ensure that all your needs are met.

Security is a joint responsibility between the department, the Royal Canadian Mounted Police (RCMP) and the Privy Council Office. While Ministers are responsible for the security of their staff and offices, as well as of sensitive information and other assets in their custody, the department provides assistance in ensuring that all security requirements are implemented for your office and safety.

The department will brief your Chief of Staff and your official on requirements for the protection of personnel, sensitive information and other assets, including their security responsibilities with respect to Cabinet Confidences.

OFFICE AND HILL PASSES

The Security team will provide you and your office with office passes on their first day. Hill Passes are for those who require access to the House of Commons. Please complete the following [form](#).

THREAT AND RISK ASSESSMENT

A Threat and Risk assessment is performed by the department at the Minister's office, home(s), cottages and, if a recent report is not available, the constituency office. The Security team coordinates with an identified member of the Minister's staff to physically visit each of these locations. The result of the assessment is typically a set of recommendations based on risk factors (e.g. ensuring a home alarm system etc.).

OFFICE SWEEP

An office sweep consists of periodic review of the physical office space to ensure that sensitive material (e.g.: sensitive documents, electronic devices) are properly stored.

Although the risk is likely low at INFC, a deeper 'bug sweep' to ensure no recording devices or means of obtaining information by an outside body, can be performed.

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 2](#) of the Policies for additional information on requirements and personal security.

ASSISTANCE

Advice on security clearances and other security requirements may be obtained by the [MinoAdmin](#) with the collaboration of the Chief Security Officer. Please contact [MinoAdmin](#) if you require a secure briefcase.

HUMAN RESOURCES MANAGEMENT

In the coming weeks, you will receive a letter from the Treasury Board providing information on your Ministerial budget. Depending on this budget and your preferences and regional responsibilities, you will have the flexibility to establish the structure of your office to best suit your needs within your allocated funding levels.

To assist you in your considerations, please find below some information regarding position titles and salary maximums as laid out in the current Policies.

The department will be available to provide human resources support and advice to facilitate the timely arrival of incoming Ministerial staff.

STAFFING

Members of a Minister's exempt staff are "exempt" from the appointment procedures of the Public Service of Canada. Once you have decided on whom you wish to hire, the department will assist you in bringing the individual based on the requirements in the Policies.

A minister can sign letters of offer after the being sworn-in. However, the first step in the staffing process is providing [employee information](#)¹ and verifying their clearance. If the individual does not have a valid secret security clearance, the employee should complete these [forms](#).

Once a security clearance is obtained, the department will assist in preparing a letter of offer for your signature. [MinoAdmin](#) will be available to assist you throughout this process. It is important to note that you are the only person who can issue and sign letter of offer of employment (or termination of employment) for your exempt staff, this authority cannot be delegated.

Once a letter of offer is signed by both you and the newly appointed exempt staff, MinoAdmin will work with that individual to complete the necessary forms to set up their pay and benefits. Finally, an email account will be created and electronic devices issued. We will work with you and your Chief of Staff to assign office space and configure their office to best suit their needs.

PAY

The position of the individuals should reflect those found in [Appendix A](#) of the Policies. Each approved exempt staff position title found in [Appendix A](#) is associated with a salary equivalent to the current maximums of Public Service groups and levels.

- [Public Service \(AS, CR, IS\) groups](#).
- [Public Service executive \(EX\) group](#).

There are no minimum rates of pay. However, as a general rule, the maximum salary is reserved for staff with relevant professional qualifications, ten or more years of employment experience or extraordinary skills and qualifications.

¹ If an employee does not have a Personal Record Identifier (PRI), [MinoAdmin](#) will assist the employee.

In exceptional circumstances, a minister may, with the prior agreement of the Prime Minister's Office and approval by the Treasury Board, pay an exempt staff member a salary above the permitted maximum. This exception will be sought through a Treasury Board Submission.

DEPARTMENTAL STAFF ASSIGNED TO MINISTERS' OFFICES

A minister is permitted three positions which are not charged against the minister's departmental staff budget, but directly from existing departmental reference levels.

- One departmental liaison.
- One departmental administrative support position.
- One departmental corporate support position.

This is the maximum complement of departmental positions funded directly by the department.

- There can be a maximum of one senior support staff position. All other positions may only be classified up to the AS-04 level.
- Any other remaining departmental staff positions are considered to be support staff positions and must be funded from the minister's staff budget.

The department will assist you in providing a list of eligible candidates for these positions.

TRAINING

The [Canada School of Public Service](#) ("the School") provides self-paced online training². The School offers a collection of rich, interactive and open online resources, videos, courses, seminars and events to support the Government of Canada's enterprise-wide approach to learning, accessible anytime and from anywhere all at **no cost to learners**.

MANDATORY

At this time of transition, all previous delegations of authority become null and void, and new delegations must be sought. The department will assist the Minister's office in identifying the individuals who require delegated spending and financial authorities under sections 32, 33 and 34 of the [Financial Administration Act](#) and to facilitate the establishment of new delegations authorities (including the use of the [autopen](#)).

These employees will be required to complete the following mandatory training which are available online or can be provided in person by the department.

- Authority Delegation Training (G110) – Modules 1 to 8
- Manager Authority Delegation Training Checkpoint (G510)

Upon completion of the training, please contact [MinoAdmin](#) and they will schedule a briefing session of the Financial Delegation Matrix. The Financial Delegation Matrix which will need to be signed quickly to ensure continuity.

² To create an account, you will need a PRI.

A specimen signature card will be prepared for the individual exercising financial delegation. This card will confirm the authorities and limits associated with the financial delegation.

RECOMMENDED

The School provides online self-paced training. The department recommends the following training for your staff:

- Orientation to the Public Service - Who We Work For (C218)
- Values and Ethics Foundations For Employees (C255)
- Security Awareness (A230)
- Creating a Respectful Workplace (G417)
- Preventing Harassment and Illegal Discrimination for Employees OR Supervisor (Z073 or Z074)
- Canada Labour Code, Part II: An Overview (Z065)

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 3](#) of the Policies for additional information on salary increases, employment equity, leave, termination and changes in portfolio.

ASSISTANCE

Please contact [MinoAdmin](#) regarding Human Resources Management inquiries or questions.

FINANCIAL MANAGEMENT

In the weeks following your appointment, Treasury Board, in conjunction with the Prime Minister's Office, will work to identify the allocations for all Ministerial budgets. Once identified, you will receive a letter from the Treasury Board outlining your budget.

The department is available at your convenience to discuss any financial inquiries you may have and will seek to brief you and your Chief of Staff as soon as your budget has been received from the Treasury Board.

The Chief Financial Officer will designate a Financial Management Advisor (FMA) for your office and will provide regular financial reports on the status of your budget including expenditures and forecasts. They will also assist your office in responding to the quarterly requirement from the Treasury Board Secretariat to report on Ministerial budgets.

ESTABLISHING THE MINISTERS' OFFICE BUDGETS

The office budget will be divided into six components:

- Ministerial salary budget for exempt staff;
- Ministerial operating budget, which covers all operating expenditures related to the conduct of the portfolio or other official government departmental business;
- Students salary;
- Minister's salary and motorcar allowance (controlled separately);
- Ministerial regional exempt staff and operating budget (if there is regional staff);
- Ministerial salary and operating budget for the Parliamentary Secretary Assistant .

This budget is in addition, and separate from, entitlements that you have as a Member of Parliament.

In addition to the office budget, the Minister will receive \$85,500 for their salary and \$2,000 for their car allowance as a statutory allowance which is not directly managed by the Minister's office.

Please note that Ministers are individually responsible and accountable for dealing with all public inquiries about the expenditures made from their office budgets, including publicly justifying them if the need arises.

BUDGET TRANSFERS AND THE CARRY FORWARD OF UNSPENT FUNDS

Ministers cannot exceed their budget. However, funds can be transferred between salary budgets and operating budgets.

FINANCIAL AUTHORITIES

You may choose to delegate, pursuant to the [Financial Administration Act](#), financial authorities for expenditures to your Chief of Staff or other exempt staff. Please note that:

- A minister can delegate (but cannot be sub-delegated) his authority for expenditures related to their ministers' office budgets.
- A minister cannot delegate his authority for hiring, determining salaries and salary increases, and terminating employment of exempt staff and benefits.

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 4](#) and [Appendix E](#) of the Policies for additional information on accountability, accounting for expenditures charged to ministers' budgets, internal audit and Minister's salary and motor vehicle allowance.

ASSISTANCE

Please contact [MinoAdmin](#) regarding Financial Management inquiries or questions.

OFFICE ACCOMMODATION AND SUPPLIES

DEPARTMENTAL HQ OFFICES

The department has assigned an office space for you and your staff. Your office is located at 427 Laurier [REDACTED] Your office provides for 18 office spaces including a kitchen and a boardroom. A floor plan is available [here](#).

MINISTERS' REGIONAL OFFICES

Ministers' regional offices, furniture and furnishing are provided by Public Works and Government Services.

OFFICE FURNITURE AND FURNISHINGS

A Minister's department funds the acquisition of office furniture, fixtures and equipment, and their operation and maintenance costs.

Our accommodation team is available to assist you with additional requirements. Equipment and furnishings outside of departmental standards are paid from the ministers' operating budget.

OFFICE EQUIPMENT AND SUPPLIES

Supplies are paid from the minister's operating budget. To enroll for an acquisition card, please complete this [form](#).

SIGNATURE ARM (AUTOPEN)

Given the number of documents that a Minister of the Crown is required to sign, an autopen (or signature arm) is frequently used. Since a signature from the autopen is considered a legal signature, and therefore, bind the Government and the Crown to certain decisions, its use must be carefully controlled. The department can assist you in the roles and responsibilities, as well as current security and functional procedures for the use of the Minister's autopen at INFC.

Please complete the following [form](#) to set-up a signature arm (autopen).

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 5](#) of the Policies for additional information on accountability, accounting for expenditures charged to ministers' budgets, internal audit and Minister's salary and motor vehicle allowance.

ASSISTANCE

Please contact [MinoAdmin](#) regarding office accommodation and supplies inquiries or questions.

TRAVEL AND HOSPITALITY

Travel expenses by the Parliamentary Secretaries and Ministers' staff incurred while on departmental business, are eligible for reimbursement in accordance with the [Treasury Board directives](#) and the [National Joint Council Travel directives](#). The directives outline four common travel situations such as travel within headquarter area, outside headquarter area, travel in Canada and USA and international travel.

Ministers are excluded from the National Joint Council travel directive, however, it provides framework for appropriate expenditures. Any travel by the Minister outside the National Capital Region must be authorized by the Prime Minister's Office.

The department will be available to facilitate your office's travel needs, their roles and responsibilities for Travel Authority (TA), expense claims and report travel transactions.

DESIGNATED TRAVEL CARD

Exempt staff that are expected to travel frequently are advised to apply for a [Designated Travel Card](#). The department can assist exempt staff in obtaining this card and explain the advantages for government business travel.

Ministers can use their Designated Travel Card or their personal credit card and be reimbursed for funds expended or they may request an advance from their department for travel costs.

The ministers' offices are encouraged to use the government Shared Travel Services provided by HRG. Before a Designated Travel Card can be issued, the Ministers' staff will be required to complete a travel profile with HRG. To create a travel profile, please complete this [form](#).

EXECUTIVE VEHICLE FOR USE BY A MINISTER

An executive vehicle will be allocated to the Minister. A vehicle is provided to each minister and expenses are paid by the department for the conduct of official business.

It is important to note that the use of the executive vehicle is a taxable benefit, therefore personal use, by you or your driver, of the car should be documented (kilometers recorded) for taxation purposes.

Exempt staff and departmental staff are not authorized to use the vehicle for personal use.

Anyone who may be required to drive the executive vehicle, including you and your family should be insured. Please complete this [form](#).

HOSPITALITY AND GIFTS

Hospitality is defined as the provision of beverages, snacks, meals and sometimes entertainment to guests of departments or agencies.

There may be instances when a Minister requires a Parliamentary Secretary or staff member to extend hospitality on behalf of the Minister or department. Such hospitality may be necessary because it will economically facilitate the business of the department or agency or because it is considered essential as a matter of courtesy or protocol.

In these instances, such hospitality shall be extended in accordance with the [Directive on the Management of Travel, Hospitality and Conferences](#) and all the requirements for documentation shall be met. Claims for reimbursement should be approved by the Chief of Staff or Minister, as appropriate.

Separate claims should be submitted when a member of a Minister's staff claims reimbursement for their own hospitality expenses and for hospitality disbursements made on behalf of the Minister.

PROACTIVE DISCLOSURE

For Travel and Hospitality expenses, proactive disclosure is done on a monthly basis and requires the mandatory publication on departmental websites of travel and hospitality expenses for Ministers, Parliamentary Secretaries, exempt staff and by senior level employees at the Deputy Minister and Assistant Deputy Minister levels.

All reports should be reviewed by your Chief of Staff (or yourself) prior to publication.

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 6](#) of the Policies for Ministers' Offices for additional information on accountability, accounting for expenditures charged to ministers' budgets, internal audit and Minister's salary and motor vehicle allowance.

ASSISTANCE

Please contact [MinoAdmin](#) regarding travel and hospitality inquiries or questions.

CONTRACTING

Ministers must ensure that the government contracts regulations are respected and the requirements of the [Financial Administration Act](#) are met.

As per the [Contracting Policy](#), services and products acquired must demonstrate fairness, openness and be obtained at the best value in the spending of taxpayers' money.

PROACTIVE DISCLOSURE OF CONTRACTS

Ministers, Parliamentary Secretaries and exempt staff members must disclose on a quarterly basis all expenses for contracts over \$10,000, amendments which increase the value of contracts to over \$10,000, and amendments over \$10,000. There are some limited exceptions, such as national security.

All reports should be reviewed by your Chief of Staff (or yourself) prior to publication.

[MinoAdmin](#) will assist in the development of attestations for each of your staff to review and approve. The Chief Financial Officer can provide you and your Chief of Staff with a comprehensive briefing regarding the Proactive Disclosure process.

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 7](#) of the Policies for additional information on Treasury Board Contracting Policy, employer-employee relationships, fee guidelines, former government officials and temporary help services.

ASSISTANCE

Please contact [MinoAdmin](#) regarding contracting inquiries or questions.

SERVICES

PARKING

A minister's vehicle, being the property of the Crown, is allotted a parking space at the minister's office. The department has purchased a reserved parking space [REDACTED]. We also have a pre-arranged pick up permit with the Ottawa airport. This will allow your driver quick access and easy access upon arrivals and departures.

All exempt staff members must pay for their parking in government parking areas at the same rates paid by Public Service employees.

The position of your Driver is part of your exempt staff complement, whose salary is drawn from your exempt staff budget. The department will provide you with a temporary driver until you appoint an individual to this position.

RELOCATION

The reimbursement of relocation expenses may be authorized for exempt staff at the EX-02 equivalent level or above. These expenses are at the discretion of the Minister and are paid from their operating budget.

The reimbursement of relocation expenses should be clearly specified in the letter of offer.

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 8](#) of the Policies for additional information on hospitality and gifts, memberships, international conferences and legal services.

ASSISTANCE

Please contact [MinoAdmin](#) regarding Services inquiries or questions.

OFFICIAL LANGUAGES

Ministers' offices are considered separate from federal institutions, as such they are not subject to the *Official Language Act*. Nonetheless, ministers' offices follow the spirit of the Act. They need to:

- Have the capacity to communicate and serve the public in both official languages.
- Have an office environment conducive to the use of both official languages.
- Reflect the presence of both linguistic communities in their workforce.

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 9](#) of the Policies for additional information on service to the public, language of work, equitable participation and support mechanisms.

ASSISTANCE

Please contact [MinoAdmin](#) regarding Official Languages inquiries or questions.

INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY

INFORMATION MANAGEMENT

While Ministers are responsible for the security of sensitive government information and other assets in their custody, the department provides assistance in ensuring that all security requirements are implemented for your office and safety.

The department will brief you on the legislation, practices and guidelines relevant to information management in the day to day operations of a Minister's office.

However, please note that a Minister's office is not in and of itself a Government Institution, nor is it part of a Government Institution for purposes of the [Access to Information Act](#) (ATIA). Therefore, a Minister's office is not subject to the ATIA.

INFORMATION TECHNOLOGIES

The department will work closely with Shared Services Canada (SSC) to ensure your Information Technology requirements and those of your office are met. This will include establishing network and email accounts, providing wireless devices, computers and peripherals (printers, scanners, etc.) as required to all members of your office.

An iPhone 8 device for you will be activated for use on swearing-in day. For your Chief of Staff and employees, iPhone devices and computers will be included as part of their welcome package on their first day at INFC.

The department's Chief Information Officer is available to brief you on other options, address any specific needs you may have and assist you in getting set up on these devices. Similarly, an IT technician will be available to assist any member of your office as required.

Please refer to this [document](#) for videoconferencing. Please complete the following [form](#) to set-up a new teleconferencing account.

POLICIES FOR MINISTERS' OFFICES

Please refer to [Part 10](#) of the Policies for additional information on information management, information technologies and the [Access to Information Act](#) and the [Privacy Act](#).

ASSISTANCE

Please contact [MinoAdmin](#) regarding Information Management inquiries or questions.

POLICIES FOR MINISTERS' OFFICES

Please refer to the Treasury Board [Policies for Ministers' Offices](#) (the "Policies"). These Policies consolidate the various financial, personnel, and administrative rules and regulations that govern ministers and their exempt staff when they perform duties directly related to their responsibilities.

KEY CONTACTS

ATIA - 16(2)

ATIA - 17

Minister's Office

427 Laurier

Reception Desk to Minister's Office: (613) 949-1759

Reception Desk to Prime Minister's Office: (613) 992-4211

Reception Desk to Privy Council Office: (613) 957-5153

Name	Title	Email	Telephone
Kelly Gillis	Deputy Minister	Kelly.gillis@canada.ca	613-960-5661
Jennifer Eyre	Chief of Staff to the Deputy	Jennifer.eyre@canada.ca	613-960-9666
Jeanna Chan	Departmental Liaison	Jeanna.chan@canada.ca	613-941-0745
RCMP Emergency			
MINOAdmin	The MINO Admin is a single-window unit of the department that been established to provide operations support to your office relating to HR, Accommodations, Security and IM/IT	infrc.minoadmin.infrc@canada.ca	N/A
Driver name	Temporary driver	placeholder	

INFORMATION FOR ALL NEW STAFF FORM

FULL NAME	
DATE OF BIRTH (FOR SECURITY PURPOSE)	
PRI (IF ANY)	
COPY OF CV	
SECURITY CLEARANCE	
CONTACT PHONE NUMBER	
CONTACT EMAIL ADDRESS	
START DATE	
PROPOSED TITLE	
SALARY LEVEL	
GOVERNMENT EMAIL ADDRESS (IF ANY)	
GOVERNMENT MOBILE DEVICE?	
NAME OF HR CONTACT (IF POSSIBLE)	

Once complete, please send this form to [MinoAdmin](#).

DIRECT DEPOSIT FORM

WHO	this form is addressed to	All staff members (including the Minister) who will be travelling or may need to be reimbursed expenses (parking, supplies, etc.)
WHEN	to complete the form	Before travelling or incurring expenses to be reimbursed (recommended during the first week)
WHAT	to do prior to the form	Getting a PRI number
WHERE	to send the completed form	Finance Infrastructure (INFC) mailbox infrastructure@infrastructure.gc.ca

Help	Finance Infrastructure (INFC) mailbox	infrastructure@infrastructure.gc.ca
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Direct Deposit Enrolment Request **Demande d'inscription au dépôt direct**

Last Name - Nom									
First Name - Prénom									
Initial(s) Initiale(s)									
Street Address, Apt. No., R.R., or P.O. Box - Rue, N° d'app., R.R. ou Case postale									
City/Town - Ville									
Province									
Postal Code - Code postal									
E-mail Address (work) - Adresse de courrier électronique (bureau)									
Telephone (work) - Téléphone (travail)									
Telephone (home) - Téléphone (maison)									

TYPE OF PAYMENT AND IDENTIFICATION NUMBER - TYPE DE PAIEMENT ET NUMÉRO D'IDENTIFICATION

Attach a blank cheque with the banking information encoded on it and write "VOID" across the front, or complete the banking information area below (see the example on the next page).

Joignez un chèque en blanc encodé portant la mention « NUL » ou fournissez les renseignements bancaires demandés ci-dessous (voir l'exemple à la page suivante).

☐ **Public Service Pay** **Paye de la fonction publique**

Pay Office Bureau de paye	Department - Ministère	Paylist - Liste de paye	Personal Record Identifier (PRI) Code d'identification de dossier personnel (CIDP)
------------------------------	------------------------	-------------------------	---

Regular Régulière 1	<input type="checkbox"/> New Nouveau	Branch No. N° de la succursale	Account No. - N° de compte	Institution No N° de l'institution
	<input type="checkbox"/> Change Changement			

Supplementary Supplémentaire 2	<input type="checkbox"/> New Nouveau	Branch No. N° de la succursale	Account No. - N° de compte	Institution No N° de l'institution
	<input type="checkbox"/> Change Changement			

☐ Check this box to have the supplementary payments deposited in the same bank account as your regular pay.
 Cochez ici pour demander le dépôt direct des paiements supplémentaires dans le même compte bancaire que votre paye régulière.

☐ **RCMP Pay** **Paye de la GRC**

Letter prefix of collator code Préfixe alphabétique du code d'interclassement	CST or NCO - No entry Gend. ou s - off - aucune inscription	S/Cst / G.S. - "S" C/M / M.C. - "C" Officer / Officier - "O"	Regimental No. - N° de matricule
--	--	--	----------------------------------

Regular Régulière 3	<input type="checkbox"/> New Nouveau	Branch No N° de la succursale	Account No. - N° de compte	Institution No N° de l'institution
	<input type="checkbox"/> Change Changement			

AUTHORIZATION - AUTORISATION

I, as the person entitled to receive the payment(s) indicated above, authorize the Receiver General for Canada to deposit the payment(s) directly into my accounts until further notice.

En tant que prestataire du (des) paiement(s) indiqué(s) ci-dessus, j'autorise le receveur général du Canada à déposer ce (ces) paiement(s) directement dans mon (mes) compte(s), jusqu'à nouvel ordre.

ID HOUSE OF COMMONS (HILL PASS) FORM

WHO	this form is addressed to	Employees requiring access to the House of Commons
WHEN	to complete the form	First week
WHAT	to do prior to the form	Confirmation of Security clearance
HOW	special instructions	Complete form and return to Security Office
WHERE	to send the completed form	Security Services / Services de sécurité (INFC) infc.securityservices-servicesdesecurite.infc@canada.ca

Help	MinoAdmin	infc.minoadmin.infc@canada.ca
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**Page 74
is withheld
pursuant to paragraph
16(2)
of the *Access to Information Act***

**La page 74
Font l'objet d'une exception totale
conformément à disposition de paragraphe
16(2)
de la *loi sur l'accès à l'information***

HRG TRAVEL PROFILE FORM

WHO	this form is addressed to	All staff members (including the Minister) who will be travelling or who will approve travel
WHEN	to complete the form	Before travelling (recommended during the first week)
WHAT	to do prior to the form	Completing the Direct Deposit form
HOW	special instructions	Form is to be completed online at https://isuite6.hrgworldwide.com/gcportal/en-ca/sts.aspx Detailed instructions on completing the form are provided

Help	Finance Infrastructure (INFC) mailbox	infrastructure.infc@canada.ca
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TRAVEL CARD FORM

WHO	this form is addressed to	All staff members (including the Minister) who will be travelling
WHEN	to complete the form	Before travelling (recommended during the first week)
WHAT	to do prior to the form	Creating a travel profile with HRG
HOW	special instructions	<p>The form is filled out and submitted directly from the HRG travel system (https://suite6.hrgworldwide.com/gcportal/en-ca/sts.aspx)</p> <p>Detailed instructions on completing the form are provided</p>
Help	Finance Infrastructure (INFC) mailbox	infrastructure.infc@canada.ca

ACQUISITION CARD FORM

WHO	this form is addressed to	The staff member who will be responsible for ordering and paying for low-value purchases (such as office supplies and business cards)
WHEN	to complete the form	As appropriate (recommended during the first week)
WHAT	to do prior to the form	Complete the financial delegation training online course (G110/G510) from the Canada School of Public Service
HOW	special instructions	Complete Section A, and have the form signed by the cardholder and their Responsibility Centre Manager
WHERE	to send the completed form	Finance Infrastructure (INFC) mailbox infrastructure.infc@canada.ca

Help	Finance Infrastructure (INFC) mailbox	infrastructure.infc@canada.ca
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BMO MasterCard Acquisition Card Employee Account Request Form



SECTION A – ORGANIZATION & EMPLOYEE INFORMATION (MANDATORY)

COMPLETE THIS SECTION TO SET-UP EMPLOYEE CARD ACCOUNT INFORMATION

Department Name (the Customer)

Infrastructure Canada

Card Type (Check One)

- ☐ Acquisition Card PST exempt
☒ Acquisition Card Non-PST exempt
☐ Special Card
☐ Cardless Account (Ghost Card)

EMPLOYEE INFORMATION – ONE FORM PER EMPLOYEE (PLEASE PRINT)

Given Name, Initial, Surname (MAXIMUM 21 characters incl. spaces)

| | | | | | | | | | | | | | | | | | | | | |

Account Limit: \$10,000

Language:

(x) English () French

Statement Mailing Address (must be corporate address)

☐ Paper Statement Not Required

c/o _____ 180 Kent Street, Suite 1100 _____

City _____ Ottawa _____ Province _____ Ontario _____ Postal Code _____ K1P 0B6 _____

Department Name/Cost Centre Number _____

Name of Next Higher Reporting Level _____

Security Password For Card Activation (Maximum 20 characters) _____

SECTION B - EMPLOYEE ACCOUNT AUTHORIZATION CONTROLS (OPTIONAL)

COMPLETE ONLY IF EMPLOYEE ACCOUNT AUTHORIZATION CONTROLS DIFFER FROM ORGANIZATION AUTHORIZATION CONTROLS

Merchant Category Code Blocking (set to \$0 to block use)

Merchant Category

Per transaction limit

Airlines \$ _____

Car Rental \$ _____

Hotel \$ _____

Restaurants \$ _____

Fuel \$ _____

Maintenance \$ _____

_____ \$ _____

All other merchants \$ _____

Daily Transaction Limits

Daily max. number of retail sales _____

Daily max. dollar value of retail sales \$ _____ 10,000 _____

COUNTRY CODE BLOCKING

Country Name Allow Use Prohibit Use

Canada . ☐

U.S. ☐ ☐

_____ ☐ ☐

Country Name Allow Use Prohibit Use

_____ ☐ ☐

_____ ☐ ☐

All other countries ☐ ☐

Responsibility Centre Manager (RCM) Signature Date

Cardholder Signature Date

Regional Coordinator's Signature Date

Please fax the completed and signed form to BMO at 1-877-677-5042

Processed under the provisions of the Access to Information Act / Page 78 of 270

Révisé en vertu de la Loi sur l'accès à l'information

01/01

INSURANCE FOR EXECUTIVE VEHICLE FORM

WHO	this form is addressed to	Anyone who may be required to drive the executive vehicle, including the Minister and his/her family, if applicable
WHEN	to complete the form	Before driving the executive vehicle (recommended during the first week)
HOW	special instructions	Note that the top portion of the form will be filled out by Corporate Services upon submission to Public Service and Procurement Canada for processing
WHERE	to send the completed form	infc.accommodationsservices-servicesdeslocaux.infc@canada.ca

Help	Accommodations Services mailbox	infc.accommodationsservices-servicesdeslocaux.infc@canada.ca
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Corporate Executive Vehicles – Insurance Information Véhicules à l'usage de la Haute Direction Renseignements aux fins d'assurance

<input type="checkbox"/> Initial Application Première demande	<input type="checkbox"/> Change in Vehicle Changement de véhicule	<input type="checkbox"/> Change in Driver(s) Changement de chauffeur(s)	* Replacement Motor vehicle insurance card not required Carte d'assurance non requise pour le véhicule de remplacement
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Department – Ministère Infrastructure Canada	Requisition Number – Numéro de la demande	Date (yyyy-mm-dd) (aaa-mm-jj)
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For Insurance Invoicing Purposes (MANDATORY) – Pour facturation des assurances (OBLIGATOIRE)

Department. No. - No. du Ministère	Consignee Id. No. – Code d'identification. du destinataire
IS Organization Code – Code d'organisation du destinataire du RI	IS Reference Code – Code de référence du RI

Vehicle Details – Détails sur le véhicule

<input type="checkbox"/> Lease Véhicule Loué	<input type="checkbox"/> Own Propre véhicule	Address Inquiries to – Pour information	Phone no.- no. téléphone
Make and Model – Marque et Modèle	Serial Number – Numéro de série	Model Year – Année du modèle	
License Number – Numéro d'immatriculation	Province of Issue – Province d'émission	Capital Cost – Coût en capital	

Minister or Deputy Minister of the Crown – Ministre ou Sous-ministre de la couronne

Name and Departmental Address – Nom et adresse du Ministère Infrastructure Canada 180 Kent Street Suite 1100 Ottawa, Ontario K1P 0B6	Minister/Secretary of State/Deputy Minister's Name Nom du Ministre/Secrétaire d'État/Sous-Ministre
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Driver(s) of vehicle – Chauffeur(s) du véhicule

Name – Nom	Name – Nom		
Driver License Number – Numéro de permis conduire	Driver License Number – Numéro de permis conduire		
Date of Birth – Date de naissance	% Use of Vehicle % d'utilisation du véhicule	Date of Birth – Date de naissance	% Use of Vehicle % d'utilisation du véhicule
Name – Nom	Name – Nom		
Driver License Number – Numéro de permis conduire	Driver License Number – Numéro de permis conduire		
Date of Birth – Date de naissance	% Use of Vehicle % d'utilisation du véhicule	Date of Birth – Date de naissance	% Use of Vehicle % d'utilisation du véhicule

Please provide names of above drivers who are:

Veuillez indiquer le nom des chauffeurs ci-dessus qui sont :

In Poor Health – Affligés d'une mauvaise santé
Colour Blind – Daltoniens
Physically Disabled – Frappés d'incapacité physique
On Medication (Please Provide Details) – Sous traitement (veuillez fournir des précisions)

Involved in a Vehicle Accident – Impliqués dans un accident d'automobile
Convicted of any Motor Vehicle Offence (Please Provide Details, Approximate Dates) Reconnus coupables d'une infraction quelconque au code de la route (Veuillez fournir des précisions, des dates approximatives)



SIGNATURE ARM CARTRIDGE (AUTOPEN) FORM

WHO	this form is addressed to	The Minister and the Parliamentary Secretary, if applicable
WHEN	to complete the form	As appropriate (recommended during the first month)
HOW	special instructions	Note that section 2 must be filled out and the reference signature must be provided inside the signature box. All other sections will be completed by Corporate Services.
WHERE	to send the completed form	infccommodations@canada.ca

Help	Accommodations Services mailbox	infccommodations@canada.ca
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Ghostwriter® Signature Conversion Order & Authorization Form

Please complete each section of this form. Providing the information below prevents delays in your order.
Recommend electronic files (.tif, or pdf) be 300 dpi or greater and include length and height measurements.

1. Contact & Ordering Information

Company Name: _____

Contact Person: _____ Phone: _____

Fax: _____ E-mail: _____

Shipping Address: _____

City, State, Zip: _____

Billing Address: _____

City, State, Zip: _____

2. Signature Authorization

Please check one of the following and sign. If the signature or phrase is on a separate page, please copy a,b, or c to the signed page and sign.

- a) _____ The signature or phrase is mine;
b) _____ I am the authorized representative of the owner of the signature and have been authorized to obtain the requested signature file;
c) _____ I have been authorized to obtain the signature file or have the permission to do so from the estate or heirs of the owner of the signature;

Authorized Signature _____

3. Signature Conversion Select product schedule <input type="checkbox"/> Standard 5 Business Day \$150.00 <input type="checkbox"/> 1 Business Day Expedite \$199.00 <input type="checkbox"/> Same Day Expedite \$250.00 Phrases <input type="checkbox"/> W/signature \$10 per word <input type="checkbox"/> Phrase Only (w/o signature) 1st 3 words \$150.00+ \$10 per word	4. Shipping UPS Shipping Charges are prepaid and added to invoice. Call for Quote. <input type="checkbox"/> Ground (1-6 days) <input type="checkbox"/> 2 Day <input type="checkbox"/> Overnight <input type="checkbox"/> On Customer Account	5. Payment Information Payment: <input type="checkbox"/> Invoice <input type="checkbox"/> Credit Card Credit Card #: _____ Exp. Date: _____ Security Code: _____ Cardholder _____ <small>All Prices are in US Funds. Prices Subject to Change Without Notice</small>
---	---	--

In the box below, provide the sample to be converted. Changes that deviate from the original may result in additional charges.
Grayed box represents an average signature block.

Please print name for sample below: _____

Model: ☐ GW
☐ GW MAX
☐ Other

Machine Serial # _____

Instructions

- ☐ Smart Card
☐ E-mail for USB

Signature Changes

- ☐ As Is
☐ On a Straight Line
☐ Inverted
 (signs upside down)
☐ Vertical Bottom-Start
 (signs from bottom up)
☐ Vertical Top-Start
 (signs from top down)
☐ Resize (\$25.00 charge)

Final Size:

____ Length

SECRET SECURITY CLEARANCE FORMS

WHO	this form is addressed to	All employees, students, departmental staff, contractors, persons assigned or seconded.
WHEN	to complete the form	Before arrival
WHAT	to do prior to the form	Gather information on previous addresses, employers and family including In-laws
HOW	special instructions	Complete form and return to Security Office or email to Personnel Security / Sécurité du personnel (INFC) infc.personnelsecurity-securedupersonnel.infc@canada.ca
WHERE	to send the completed form	Personnel Security / Sécurité du personnel (INFC) infc.personnelsecurity-securedupersonnel.infc@canada.ca

Help	MinoAdmin	infc.minoadmin.infc@canada.ca
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**PERSONNEL SCREENING,
CONSENT AND AUTHORIZATION FORM**

OFFICE USE ONLY		
Reference number	Department/Organization number	File number

NOTE: For *Privacy Act* Statement refer to Section C of this form and for completion instructions refer to attached instructions.
Please typewrite or print in block letters.

A ADMINISTRATIVE INFORMATION (To be completed by the Authorized Departmental/Agency/Organizational Official)

<input type="checkbox"/> New	<input type="checkbox"/> Update	<input type="checkbox"/> Upgrade	<input type="checkbox"/> Transfer	<input type="checkbox"/> Supplemental	<input type="checkbox"/> Re-activation
------------------------------	---------------------------------	----------------------------------	-----------------------------------	---------------------------------------	--

The requested level of reliability/security check(s)

☐ Reliability Status ☐ Level I (CONFIDENTIAL) ☐ Level II (SECRET) ☐ Level III (TOP SECRET)

☐ Other _____

PARTICULARS OF APPOINTMENT/ASSIGNMENT/CONTRACT

☐ Indeterminate ☐ Term ☐ Contract ☐ Industry ☐ Other (specify secondment, assignment, etc.) _____

Justification for security screening requirement

Position/Competition/Contract number	Title		Group/Level (Rank if applicable)
Employee ID number/PRI/Rank and Service number (if applicable)	If term or contract, indicate duration period ▶	From	To
Name and address of department / organization / agency	Name of official	Telephone number ()	Facsimile number ()

B BIOGRAPHICAL INFORMATION (To be completed by the applicant)

Surname (Last name)		Full given names (no initials) underline or circle usual name used			Family name at birth	
All other names used (i.e. Nickname)		Sex <input type="checkbox"/> Male <input type="checkbox"/> Female	Date of birth Y M D		Country of birth	Date of entry into Canada if born outside Canada Y M D
RESIDENCE (provide addresses for the last five years, starting with the most current) Home address			Daytime telephone number ()		E-mail address	
1	Apartment number	Street number	Street name		Civic number (if applicable)	From Y M To present
	City		Province or state	Postal code	Country	Telephone number ()
2	Apartment number	Street number	Street name		Civic number (if applicable)	From Y M To Y M
	City		Province or state	Postal code	Country	Telephone number ()
Have you previously completed a Government of Canada security screening form? <input type="checkbox"/> Yes <input type="checkbox"/> No			If yes, give name of employer, level and year of screening. Y			

CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA (see instructions)

Have you ever been convicted of a criminal offence for which you have not been granted a pardon? <input type="checkbox"/> Yes <input type="checkbox"/> No		If yes, give details. (charge(s), name of police force, city, province/state, country and date of conviction) ■			
Charge(s)		Name of police force		City	
Province/State		Country		Date of conviction ▶ Y M D	

**PERSONNEL SCREENING,
CONSENT AND AUTHORIZATION FORM**

Surname and full given names	Date of birth Y M D
------------------------------	------------------------

C CONSENT AND VERIFICATION (To be completed by the applicant and authorized Departmental/Agency/Organizational Official)

Checks Required (See Instructions)	Applicant's initials	Name of official (print)	Official's initials	Official's Telephone number
1. <input type="checkbox"/> Date of birth, address, education, professional qualifications, employment history, personal character references				()
2. <input type="checkbox"/> Criminal record check				()
3. <input type="checkbox"/> Credit check (financial assessment, including credit records check)				()
4. <input type="checkbox"/> Loyalty (security assessment only)				
5. <input type="checkbox"/> Other (specify, see instructions)				()

The Privacy Act Statement

The information on this form is required for the purpose of providing a security screening assessment. It is collected under the authority of subsection 7(1) of the *Financial Administration Act* and the Government Security Policy (GSP) of the Government of Canada, and is protected by the provisions of the *Privacy Act* in institutions that are covered by the *Privacy Act*. Its collection is mandatory. A refusal to provide information will lead to a review of whether the person is eligible to hold the position or perform the contract that is associated with this Personnel Screening Request. Depending on the level of security screening required, the information collected by the government institution may be disclosed to the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS), which conduct the requisite checks and/or investigation in accordance with the GSP and to entities outside the federal government (e.g. credit bureaus). It is used to support decisions on individuals working or applying to work through appointment, assignment or contract, transfers or promotions. It may also be used in the context of updating, or reviewing for cause, the reliability status, security clearance or site access, all of which may lead to a re-assessment of the applicable type of security screening. Information collected by the government institution, and information gathered from the requisite checks and/or investigation, may be used to support decisions, which may lead to discipline and/or termination of employment or contractual agreements. The personal information collected is described in Standard PIB PSU 917 (Personnel Security Screening) which is used by all government agencies, except the Department of National Defence PIB DND/PPE 834 (Personnel Security Investigation File), RCMP PIB CMP PPU 065 (Security/Reliability Screening Records), CSIS PIB SIS PPE 815 (Employee Security), and PWGSC PIB PWGSC PPU 015 (Personnel Clearance and Reliability Records) used for Canadian Industry Personnel. Personal information related to security assessments is also described in the CSIS PIB SIS PPU 005 (Security Assessments/Advice).

I, the undersigned, do consent to the disclosure of the preceding information including my photograph for its subsequent verification and/or use in an investigation for the purpose of providing a security screening assessment. By consenting to the above, I acknowledge that the verification and/or use in an investigation of the preceding information may also occur when the reliability status, security clearance or site access are updated or otherwise reviewed for cause under the Government Security Policy. My consent will remain valid until I no longer require a reliability status, a security clearance or a site access clearance, my employment or contract is terminated, or until I otherwise revoke my consent, in writing, to the authorized security official.

Signature

Date (Y/M/D)

D REVIEW (To be completed by the authorized Departmental/Agency/Organizational Official responsible for ensuring the completion of sections A, B and C)

Name and title	Telephone number
Address	Facsimile number

E APPROVAL (To be completed by authorized Departmental/Agency/Organizational Security Official only)

I, the undersigned, as the authorized security official, do hereby approve the following level of screening.

Reliability Status

☐ Approved Reliability Status ☐ Not approved

Name and title

Signature

Date (Y/M/D)

Security Clearance (if applicable)

☐ Level I ☐ Level II ☐ Level III ☐ Not recommended

Name and title

Signature

Date (Y/M/D)

Comments

PHOTO
(for Level III T.S.,
and/or upon request
- see instructions)



INSTRUCTIONS FOR PERSONNEL SCREENING CONSENT AND AUTHORIZATION FORM TBS/SCT 330-23E (Rev. 2002/02)

Once completed, this form shall be safeguarded and handled at the level of Protected A.

General:

If space allotted in any portion is insufficient please use separate sheet using same format.

1. Section A (Administrative Information) Authorized Departmental/Agency/Organizational Official

The Official, based on instructions issued by the Departmental Security Officer, may be responsible for determining, based on five year background history, what constitutes sufficient verification of personal data, educational and professional qualifications, and employment history. References are to be limited to those provided on the application for employment or equivalent forms.

SUPPLEMENTAL INFORMATION REQUIREMENTS

Persons who presently hold a SECURITY CLEARANCE and subsequently marry, remarry or commence a common-law partnership, in addition to having to update sections of the *Security Clearance Form (TBS/SCT 330-60)*, are required to submit an original *Personnel Screening, Consent and Authorization Form*, with the following parts completed:

Part A - As set forth in each question

Part B - As set forth in each question, excluding CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA.

Part C - Applicant's signature and date only are required

"Other". This should be used to identify if the security screening is for Site Access, NATO, SIGINT etc.

2. Section B (Biographical Information)

To be completed by the **applicant**. If more space is required use a separate sheet of paper. Each sheet must be signed.

Country of Birth - For "NEW" requests, if born abroad of Canadian parents, please provide a copy of your Certificate of Registration of Birth Abroad. If you arrived in Canada less than five years ago, provide a copy of the Immigration Visa, Record of Landing document or a copy of passport.

- List only criminal convictions for which a pardon has NOT been granted. Include on a separate attached sheet of paper, if more than one conviction. Applicant must include those convictions outside Canada.

- Offences under the *National Defence Act* are to be included as well as convictions by courts-martial are to be recorded.

3. Section C (Consent and Verification)

A copy of Section "C" may be released to institutions to provide acknowledgement of consent.

Criminal record checks (fingerprints may be required) and credit checks are to be arranged through the Departmental Security Office or the delegated Officer.

Consent: may be given only by an applicant who has reached the age of majority, otherwise, the signature of a parent or guardian is mandatory.

The age of majority is:

19 years in NFLD., N.S., N.B., B.C., Yukon, Northwest Territories and Nunavut; 18 years in P.E.I., Que., Ont., Man., Sask. and Alta.

The applicant will provide initials in the "applicant's initials box".

The official who carried out the verification of the information will print their name, insert their initials and telephone number in the required space.

- Reliability Screening (for all types of screening identified within Section A): complete numbers 1 and 2 and 3 if applicable.
- Security Clearance (for all types of screening identified within Section A): complete numbers 1 to 4 and 5 where applicable.
- Other: number 5 is used only where prior Treasury Board of Canada Secretariat approval has been obtained.

4. Section D (Review)

To be completed by authorized Departmental/Agency/Organizational Official who is responsible for ensuring the completion of sections A to C as requested.

5. Section E (Approval)

Authorized Departmental/Agency/Organizational Security Official refers to the individuals as determined by departments, agencies, and organizations that may verify reliability information and/or approve/not approve reliability status and/or security clearances. Approved Reliability Status and Level I, II and III, as well as the signature of the authorized security official or manager are added for Government of Canada use only. Applicants are to be briefed, acknowledge, and be provided with a copy of the "Security Screening Certificate and Briefing Form (TBS/SCT 330-47)".

Note: Private sector organizations do not have the authority to approve any level of security screening.

Photographs: Departments/Agencies/Organizations are responsible for ensuring that three colour photographs of passport size are attached to the form for the investigating agency. Maximum dimensions are 50mm x 70mm and minimum are 43mm x 54mm. The face length from chin to crown of head must be between 25mm x 35mm. The photographs must be signed by the applicant and an authorized security official. The photographs must have been taken within the last six months. It is required for new or upgrade Level III security clearances for identification of the applicant during the security screening investigation by the investigating agency. The investigating agency may in specific incidents request a photograph for a Level I or II clearances when an investigation is required.

The Privacy Act Statement

The information on this form is required for the purpose of providing a security assessment. It is collected under the authority of subsection 7(1) of the *Financial Administration Act* and the Government Security Policy (GSP) of the Government of Canada and is protected by the provisions of the *Privacy Act* in institutions that are covered by the *Privacy Act*. Its collection is mandatory. A refusal to provide information will lead to a review of whether the person is eligible to hold the position or perform the contract that is associated with this Personnel Screening Request. The information collected by the government institution may be disclosed to the Royal Canadian Mounted Police (RCMP) and the Canadian Security Intelligence Service (CSIS), which conduct the requisite checks and/or investigation in accordance with the GSP and to entities outside the federal government (e.g. credit bureaus). It is used to support decisions on individuals working or applying to work through appointment, assignment or contract, transfers or promotions. It may also be used in the context of updating, or reviewing for cause, the reliability status, security clearance or site access, all of which may lead to a re-assessment of the applicable type of security screening. Information collected by the government institution, and information gathered from the requisite checks and/or investigation, may be used to support decisions, which may lead to discipline and/or termination of employment or contractual agreements. The personal information collected is described in Standard PIB PSU 917 (Personnel Security Screening) which is used by all government agencies, except the Department of National Defence PIB DND/PPE 834 (Personnel Security Investigation File), RCMP PIB CMP PPU 065 (Security/Reliability Screening Records), CSIS PIB SIS PPE 815 (Employee Security), and PWGSC PIB PWGSC PPU 015 (Personnel Clearance and Reliability Records) used for Canadian Industry Personnel. Personal information related to security assessments is also described in the CSIS PIB SIS PPU 005 (Security Assessments/Advice).

Please typewrite or print in block letters.

NOTE: Level I and II must complete sections A to J inclusive and P.
Level III must complete all sections.

AADMINISTRATIVE INFORMATION (To be completed by Department/Agency/Organization)

☐ New

☐ Upgrade

☐ Supplemental

☐ Update

☐ Transfer

☐ Re-activation

Level

☐ I (CONFIDENTIAL)

☐ II (SECRET)

☐ III (TOP SECRET)

☐ other

Department/Agency/Organization

Employee ID number/PRI/Rank and Service number (if applicable)

Organization number

B BIOGRAPHICAL INFORMATION (To be completed by the applicant)

1. Surname (Last name)

2. Full given names (no initials) underline or circle usual name used

3. Family name at birth

4. All other names used (i.e. Nickname)

5. Sex

☐ Male☐ Female

6. Date of birth

YMMDD

7. Place of birth (city)Province/StateCountry

8. Name change (other than marriage)FromTo

9. Place of change (city, province or state, and country)10. Method (authority)

C SECURITY SCREENING

1. Have you previously completed a Government of Canada security screening form?

☐ Yes☐ No

If yes, give name of department/agency/organization, and the year and level of clearance.

Y

D MARITAL STATUS/COMMON-LAW PARTNERSHIP

Current status

☐ Married☐ Common-Law Partnership☐ Separated☐ Widowed☐ Divorced☐ Single

1

A) CURRENT SPOUSE/COMMON-LAW PARTNER: Surname, given namesB) Maiden Name (if applicable)C) Present citizenship of current spouse/common-law partner

D) Date of marriage/common-law partnership

YMD

E) City, province or state, and country of marriage/common-law partnership

F) City, province or state, and country of birthG) Date of birth

YMD

H) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)I) If separated, widowed or divorced, specify date

YMD

J) Name and address of employer (job title)

2

A) PREVIOUS SPOUSE/COMMON-LAW PARTNER: Surname, given names (cover only the past five years)B) Present citizenship of former spouse/common-law partner

C) Date of marriage/common-law partnership

YMD

D) City, province or state, and country of marriage/common-law partnership

E) Date of divorce/separation/deceased

YMD

F) City, province or state, and country of divorce

G) Country of Birth (if known)H) Date of birth

YMD

E IMMEDIATE RELATIVES (including those living outside Canada) (see instructions)

NOTE: Do not use initials

1

A) Full name (surname and all given names, including maiden name)B) Relationship

C) City, province or state, and country of birthD) Date of birth

YMD

E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)F) Date of death (if applicable)

YMD

G) Name and address of employerH) Job title

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Page 87 of 270

TBS/SCT 330-60E (Rev. 2006/02)

- 1 -

Canada

PROTECTED (When completed)										
Surname and full given names						Date of birth		Y	M	D

E IMMEDIATE RELATIVES (continued)										
NOTE: Do not use initials										
2	A) Full name (surname and all given names, including maiden name)						B) Relationship			
	C) City, province or state, and country of birth						D) Date of birth			
	E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)						F) Date of death (if applicable)			
	G) Name and address of employer						H) Job title			
3	A) Full name (surname and all given names, including maiden name)						B) Relationship			
	C) City, province or state, and country of birth						D) Date of birth			
	E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)						F) Date of death (if applicable)			
	G) Name and address of employer						H) Job title			
4	A) Full name (surname and all given names, including maiden name)						B) Relationship			
	C) City, province or state, and country of birth						D) Date of birth			
	E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)						F) Date of death (if applicable)			
	G) Name and address of employer						H) Job title			
5	A) Full name (surname and all given names, including maiden name)						B) Relationship			
	C) City, province or state, and country of birth						D) Date of birth			
	E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)						F) Date of death (if applicable)			
	G) Name and address of employer						H) Job title			
6	A) Full name (surname and all given names, including maiden name)						B) Relationship			
	C) City, province or state, and country of birth						D) Date of birth			
	E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)						F) Date of death (if applicable)			
	G) Name and address of employer						H) Job title			
7	A) Full name (surname and all given names, including maiden name)						B) Relationship			
	C) City, province or state, and country of birth						D) Date of birth			
	E) Present address (apartment number, street number, street name, civic number (if applicable), city, province or state and country)						F) Date of death (if applicable)			
	G) Name and address of employer						H) Job title			

F CRIMINAL CONVICTIONS IN AND OUTSIDE OF CANADA (see instructions)										
Have you ever been convicted of a criminal offence for which you have not been granted a pardon? <input type="checkbox"/> Yes <input type="checkbox"/> No						If yes, give details. (charge(s), name of police force, city, province/state, country and date of conviction) ▼				
Charge(s)				Name of police force				City		
Province/State				Country			Date of conviction ►			
							Y M D			

G FOR COMPLETION BY PERSONS BORN OUTSIDE CANADA OR BORN IN CANADA HOLDING DUAL CITIZENSHIP (see instructions)										
1. Date of entry into Canada						2. Present citizenship				
3. If you are a naturalized Canadian, give the certificate number and date of issue						4. If you are not naturalized, have you applied for Canadian citizenship? Please provide copy of Immigrant Visa or Record of Landing documentation			Date of application	
Certificate No. _____						<input type="checkbox"/> Yes <input type="checkbox"/> No			Y M D	
5. Do you maintain citizenship of a country other than Canada? If yes, please provide the name of the country and explain why.						6. Have you used a passport other than a Canadian one? If yes, explain why.				
<input type="checkbox"/> Yes <input type="checkbox"/> No (If yes) Name of Country: _____ Explain: _____						<input type="checkbox"/> Yes <input type="checkbox"/> No (If yes) Explain: _____				

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PROTECTED (When completed)

Surname and full given names

Date of birth

Y

M

D

HRESIDENCE (there should be no gaps)

List addresses where you have lived during the last 10 years, starting with the most current. (Rural address to include lot and civic number.)

1

Apartment number

Street number

Street name

Civic number (if applicable)

From

Y

M

To

present

City

Province or state

Postal code

Country

Telephone number ()

2

Apartment number

Street number

Street name

Civic number (if applicable)

From

Y

M

To

Y

M

City

Province or state

Postal code

Country

Telephone number ()

3

Apartment number

Street number

Street name

Civic number (if applicable)

From

Y

M

To

Y

M

City

Province or state

Postal code

Country

Telephone number ()

4

Apartment number

Street number

Street name

Civic number (if applicable)

From

Y

M

To

Y

M

City

Province or state

Postal code

Country

Telephone number ()

5

Apartment number

Street number

Street name

Civic number (if applicable)

From

Y

M

To

Y

M

City

Province or state

Postal code

Country

Telephone number ()

IEMPLOYMENT (last 10 years) (see instructions for self-employed and consultants) (there should be no gaps)

Would your employment be jeopardized if your current supervisor, below, is contacted? ☐ Yes ☐ No

If yes, provide the name of an alternate employment contact and telephone number.

Were you dismissed or asked to resign from any position(s) as listed below? ☐ Yes ☐ No

If yes, give name of employer, supervisor, and date.

Name of employer

Supervisor

Position title

Date

Y

M

1

A) Name of employer - do not use initials (department/organization/agency, if applicable)

B) From

Y

M

To

present

C) Job-site address (street number, street name, city, province or state and country)

D) Job title/Description

E) Rank and service number (if applicable)

F) Supervisor's name in full

G) Supervisor's telephone number ()

2

A) Name of employer - do not use initials (department/organization/agency, if applicable)

B) From

Y

M

To

Y

M

C) Job-site address (street number, street name, city, province or state and country)

D) Job title/Description

E) Rank and service number (if applicable)

F) Supervisor's name in full

G) Supervisor's telephone number ()

3

A) Name of employer - do not use initials (department/organization/agency, if applicable)

B) From

Y

M

To

Y

M

C) Job-site address (street number, street name, city, province or state and country)

D) Job title/Description

E) Rank and service number (if applicable)

F) Supervisor's name in full

G) Supervisor's telephone number ()

4

A) Name of employer - do not use initials (department/organization/agency, if applicable)

B) From

Y

M

To

Y

M

C) Job-site address (street number, street name, city, province or state and country)

D) Job title/Description

E) Rank and service number (if applicable)

F) Supervisor's name in full

G) Supervisor's telephone number ()

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Page 89 of 270

TBS/SCT 330-60E (Rev. 2006/02)

- 3 -

PROTECTED (When completed)

Surname and full given names	Date of birth	Y	M	D
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J FOREIGN EMPLOYMENT

1. Are you now or have you ever been employed by or acted as a consultant for a foreign government, firm, or agency?	If yes, give details (country, organization, nature of work and dates) Include military (cadets), law enforcement and security intelligence employment
<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	<div></div> <div></div>

SECTIONS "K" TO "O" MUST ALSO BE COMPLETED FOR LEVEL III ONLY

K TRAVEL

List countries visited within the last five years for personal travel and/or non-Government business, other than Canada, the USA and Mexico.

Country	Purpose	From	To
		Y	M

L FOREIGN ASSETS

Do you have any business, financial or personal assets outside Canada?	If yes, list the relevant countries (exclude stocks and mutual funds purchased in Canada)
<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	<div></div> <div></div>

M CHARACTER REFERENCES IN CANADA (see instructions)

List three character references (non-family members) and one neighbourhood reference

1	Name in full (no initials)	Relationship	Period known
	Complete home address		Telephone Number ()
	Complete title and business address		Business Telephone Number ()
2	Name in full (no initials)	Relationship	Period known
	Complete home address		Telephone Number ()
	Complete title and business address		Business Telephone Number ()
3	Name in full (no initials)	Relationship	Period known
	Complete home address		Telephone Number ()
	Complete title and business address		Business Telephone Number ()
Neighbourhood reference (see instructions)			
Name in full (no initials)			Telephone Number ()
Complete home address			Business Telephone Number ()

N EDUCATION

1. Name of the last school or university you attended full time	2. Student ID number (if known)	3. Location of institution	4. Period of attendance					
			From	Y	M	To	Y	M
5. Field of study (Diploma or degree obtained)								

O MILITARY SERVICE

Military service in the Canadian Armed Forces: Regular, Reserves and Sea, Army and Air Cadets (from the period since your 16th birthday).

1. Name and last location	2. Rank and Service no.	3. Period of service					
		From	Y	M	To	Y	M

P CERTIFICATION

I hereby certify that the information set out by me in this document is true and correct to the best of my knowledge and belief.

1. Signature	2. Date	3. Telephone (Home)	3. Telephone (Business)
Processed under the provisions of the Access to Information Act / Révisé en vertu de la Loi sur l'accès à l'information	Y	()	()



INSTRUCTIONS FOR COMPLETION OF SECURITY CLEARANCE FORM TBS/SCT 330-60E (Rev. 2006-02)

General:

- Once completed this form shall be safeguarded and handled at the level of PROTECTED A.
- If clarification of information is required, a Canadian Government Official may contact the applicant to obtain additional information in order to complete the security screening investigation and an interview of the applicant may be requested.
- This form is to be completed using an automated system or if not available using a typewriter or printing in block letter format in black ink.
- Please read and follow these instructions carefully.
- The original signed copy must be submitted.
- It is important that a copy of the completed questionnaire be retained by the applicant for future reference.
- Incomplete or illegible forms will NOT be considered.
- All names are to be in full (no initials) (Maternal and Paternal or other names used).
- Addresses are to include, where applicable civic or township name and the lot and concession numbers.
- If information is not known or is unavailable please indicate this on the form and on a separate sheet of paper explain the cause of circumstance.
- All dates are to be entered in order of YEAR, MONTH, and DAY as applicable.
- If space allotted in any portion is insufficient please use separate sheet using same format.

Detailed Instructions:

SECTION A

- To be completed by the department, agency or organization.
- "Other" This should be used to identify if the security screening is for Site Access, NATO, SIGINT etc.

SECTION B (Remainder of the form is to be completed by the applicant)

- Complete as requested.

SECTION C

- Complete as requested.

SECTION D

"common-law partner" - in relation to an applicant, means a person who is cohabiting with the individual in a conjugal relationship, having so cohabited for a period of at least one year. This includes persons of the same sex.

- 1. includes current spouse and common-law partner as applicable.
- If any person is deceased, date of death and last address while living are to be shown.
- 2. includes previous spouse and common-law partner as applicable during the last five years.
- If a person is deceased, date of death is to be shown in 2e.
- All other questions to be answered as set forth.

SECTION E

- Questions 1 to 8 - experience has shown that incomplete answers to these questions are the most common cause of delay. Please follow the instructions carefully.
- For all security clearance requests all Immediate Relative(s) information must be provided.
- Immediate family includes the following:
 - All children 18 years and over that you or your spouse or common-law partner have a parental relationship.
 - Your father, mother, brothers, sisters. Include "half" or "step" relatives in this category.
 - Your current spouse's or common-law partner's father and mother. Include "half" or "step" relatives in this category.

If any person is deceased, date of death and last address while living are to be shown.

SECTION F

- List only criminal convictions for which a pardon has NOT been granted. Include on a separate attached sheet of paper, if more than one conviction. Applicant must include those convictions outside Canada.
- Offences under the *National Defence Act* are to be included as well as convictions by courts-martial are to be recorded.

SECTION G

- If a naturalized Canadian, it is important to show the certificate number, date of issue. Attach a photocopy of the certificate.
- If born abroad of Canadian parents, please provide a copy of your Certificate of Registration of Birth Abroad.
- If not a Canadian Citizen indicate if application has been made for Citizenship. In this case, passport or identity card number and particulars should be recorded in box "6". Please provide copy of Immigrant Visa or Record of Landing documentation.
- Questions 5 and 6 - Attach a separate sheet of paper if more space is required. Each sheet must be signed.

SECTION H

- As set forth, ensuring current address is recorded first.
- The Postal code is mandatory for the current address, and if known, for previous addresses.
- For rural area, include civic number or lot, concession and township number.

SECTION I

- Record your present employment first.
- Please note that it may be necessary to contact your present employer.
- Time at school and periods of unemployment are also to be shown; (as well as, secondments, educational leave, and courses of over six months' duration; include supervisor or colleague's name).
- Job-site address is the address where your work is performed and may be different from your employer's address.

NOTE: If you are self-employed or a consultant, or have been self-employed or a consultant, provide the following:

- a) Name of employer - give your business name; if not applicable, give your name;
- b) No change;
- c) Job-site address - give your permanent business address; if not applicable, give your residence address;
- d) No change;
- e) No change;
- f) Supervisor's name - give a name of a person who can verify your employment;
- g) No change.

SECTION J

- Is related to determining past employment of security concern. A security official may ask for further details.

SECTION K

- Travel record is for less than six months, if more than this period it is to be recorded as residence in part "H".
- One day visits to countries, such as cruise stopover, do not have to be recorded.
- A security official may ask for details of travel.
- An employee or contractor on Canadian Government business is not required to record details of travel in this section.

SECTION L

- A security official may ask for details in terms of the type of assets and estimated value.

SECTION M

- Character references must be colleagues, peers, and friends who have known you well for over three years and should be able to cover your non-work environment and activities.
- Character references are NOT to include relatives and MUST be residing in Canada.
- Faster processing is facilitated if references listed are in your geographic area.
- Neighbourhood reference is an individual who has known you for over six months preferably at your current address. If not, the individual has been a neighbour during the past five years.

SECTION N

- Complete as requested.

SECTION O

- Question to be answered if not covered in employment section. List last or current unit and dates of total service in the Canadian Armed Forces.
- If more space is required use a separate sheet of paper. Each sheet must be signed.

SECTION P

- Complete as requested.

SUPPLEMENTAL INFORMATION REQUIREMENTS

Persons who have previously completed a SECURITY CLEARANCE and subsequently marry, remarry or commence a common-law partnership are required to submit an original Security Clearance Form with the following parts completed:

For all Security Clearances

Part A - As set forth in each question

Part B - As set forth in each question

Part C - As set forth in each question

Part D - As set forth in each question

Part E - Provide details on parents of new spouse/common-law partner and any children (over the age of 18 years) of the new spouse/common-law partner

Part P - To be signed by person submitting the form

Note: In addition to the above, in those cases where an individual marries or commences a common-law partnership with a Non-Canadian National or Landed Immigrant who has not yet arrived in Canada, the following information is required:

Parts A-D As set forth in each question

Part E - Parents of new spouse/common-law partner, brothers, sisters (include "half and "step" relatives) and any children (over the age of 18 years) of the new spouse/common-law partner

Part H - For new spouse/common-law partnership

Part I - For new spouse/common-law partnership

Part P - To be signed by person submitting the form

CYCLICAL UPDATE REQUIREMENTS

- Levels I+II (10 year update). Complete all portions of the form as per instructions above.
- Level III (5 year update cycle)

With the exceptions of Parts H and I, where the information required is that which covers the period of time since the last submission of a questionnaire, **ALL OTHER** parts of the questionnaire must be completed **IN FULL**.

VIDEOCONFERENCING INFORMATION

How to Create a Video Conferencing (VC) Virtual Meeting Room (VMR) Account

Request Virtual Meeting Room (VMR) Account

Are you expecting to host a VC meeting in the future? If yes:

VERY IMPORTANT – You need to request a SSC VMR account before you can schedule your first Video Conference (VC) meeting.

- From a computer, open a web browser and follow this link:
<http://service.ssc-spc.gc.ca/en/services/videoconferencing/users/form-request-vmr-account>
- You will need to provide your name, email address, phone number and address. Within 2-3 business days you will receive an email with your:
 - VMR Number
 - GUEST PIN
 - and
 - HOST PIN

When hosting your next VC meeting

Include in the Outlook Meeting Invitation:

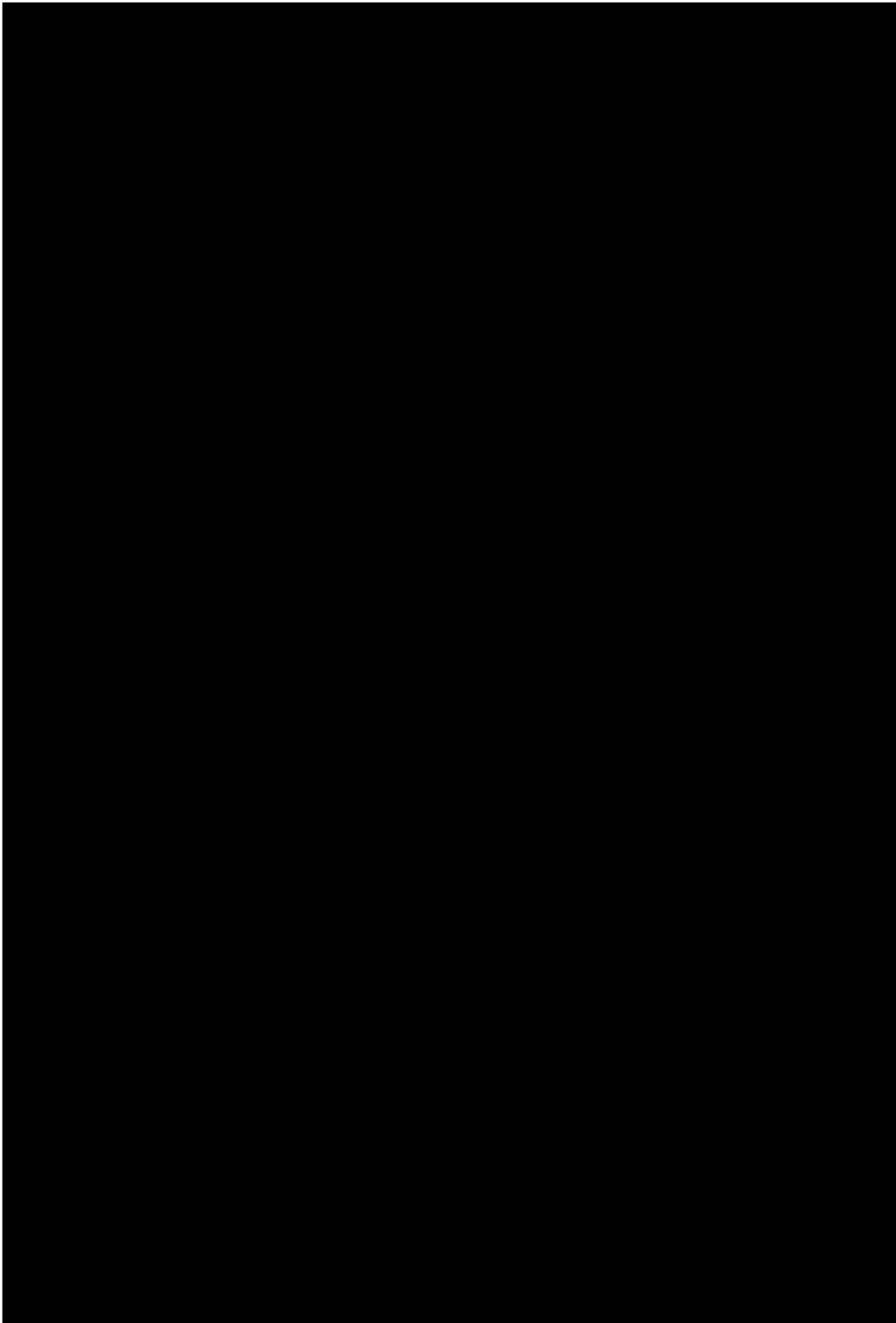
- the available boardroom (as an attendee)
- your VMR:
 - *Internal to Government: e.g. [76138187566](tel:76138187566)*
 - *External to Government (with @video.gc.ca): e.g. 76138187566@video.gc.ca*
- if any participants joining via telephone (audio only) include the telephone number for them to use:
 - 613-729-5408 (local to NCR) or 1-855-470-7641 (toll-free)
 - Once dialed, the conference code (is the number provided before the @ symbol of the VMR address, e.g. 76138187566 followed by #).

NOTE: The process is the same as the teleconference service; the meeting participants will dial-in via their own VC equipment. It will be like having your own virtual personal bridge. No need to contact anyone to reserve your VC meeting in advance.

For more info visit the following site:

INFRAnet > Office Tools > IMIT Guides and Tips > Boardrooms > Video Conferencing Boardroom
http://infranet.ad.infrastructure.gc.ca/imit/Help/Computer/boardroom2_e.shtml

FLOOR PLAN FOR INFC



427 LAURIER AVE. W.



RED MINISTÉRIEL COTE



INFRASTRUCTURE CANADA

PROGRAM OVERVIEW

2019



INFRASTRUCTURE CANADA – 2019 TRANSITION BRIEFINGS

PROGRAM & PORTFOLIO DESCRIPTIONS

Section A: *This section includes program descriptions where project applications for approval are ongoing.*

Investing in Canada Plan	1
Investing In Canada Infrastructure Program.....	2
Disaster Mitigation and Adaptation Fund.....	3
Smart Cities Challenge	4
Gas Tax Fund	5
Municipal Asset Management Program	6
Municipalities for Climate Innovation Program.....	7
Green Municipal Fund.....	8

Section B: *This section includes program descriptions where project applications are no longer being accepted, and funding is committed and ongoing.*

Public Transit Infrastructure Fund and Clean Water and Wastewater Fund	9
New Building Canada Fund	10
P3 Canada Fund	11
Green Infrastructure Fund	12
Building Canada Fund	13
Border Infrastructure Fund and Canada Strategic Infrastructure Fund	14

Section C: *This section includes program descriptions that detail Infrastructure Canada's current research and data initiatives, along with research partnerships and grants with other departments.*

Research and Knowledge Initiative	15
Climate-Resilient Buildings and Core Public Infrastructure Initiative.....	16
Infrastructure Data Initiatives.....	17

Section D: *This section describes two projects that Infrastructure Canada directly manages via two Crown Corporations.*

Gordie Howe International Bridge Project.....	18
Samuel de Champlain Bridge	19

Section E: *This section describes Infrastructure Canada's portfolio organizations, their mandates, and flags area of responsibility.*

Canada Infrastructure Bank	20
Toronto Waterfront Revitalization Initiative.....	21
Windsor Detroit Bridge Authority	22
Jacques Cartier and Champlain Bridges Incorporated	23

INFRASTRUCTURE CANADA PROGRAMMING

ACTIVE PROGRAMS

INVESTING IN CANADA
INFRASTRUCTURE PROGRAM

\$31.3 B, Allocation Program
(\$22.2 B Available)

- Cost-share funding through **Bilateral Agreements**.
- Four investment streams:**
 - Public Transit
 - Green
 - Community, Culture and Recreation
 - Rural and Northern Communities

Intake process: Open
Program duration: **2018-28**

DISASTER MITIGATION
AND ADAPTATION FUND

\$2 B, Merit-Based Program
(\$232.2 M Available)

- Large-scale investments (\$20 M+).
- Enables communities to better withstand current and future natural risks.

Intake process: By Round
Program duration: **2018-28**

FEDERAL GAS TAX FUND

\$2.2 B Annually, Allocation Program

- Permanent, **ongoing funding** for local projects.

Intake process: Open
Program duration: **Ongoing**

SMART CITIES CHALLENGE

\$300 M, Merit-Based Program
(\$176.3 M Available)

- Challenges communities to adopt a smart city approach to program design and delivery.
- Focuses on innovation, data and connected technology.

Intake process: By Round
Program duration: **2017-27**

DATA AND RESEARCH PROGRAMS

CLIMATE-RESILIENT BUILDINGS AND CORE
PUBLIC INFRASTRUCTURE INITIATIVE

\$42.5 M, Research Program

- Provides funding to the National Research Council to develop guidelines, standards and specifications to inform changes to building codes in Canada.

Fully Committed
Program duration: **2018-24**

RESEARCH AND KNOWLEDGE INITIATIVE

\$10 M, Merit-Based Program
(\$7 M Available)

- Aims to build external capacity by funding research and data projects that contribute to evidence-based decision-making for future investments.

Intake process: Not yet launched
Program duration: **2018-24**

MAJOR BRIDGE PROJECTS

GORDIE HOWE INTERNATIONAL BRIDGE

\$5.7 B, Bridge + Border Facilities Project

- A nation-building international crossing project that will provide additional capacity at the busiest Canada-U.S. trade corridor.
- Will accommodate future growth in traffic and trade, and create long term jobs and economic opportunity in both countries.

Program Construction: **2018-24**

SAMUEL DE CHAMPLAIN BRIDGE

\$4.5 B, Bridge Project

- A replacement for one of Canada's busiest bridges.
- Will allow for the continued generation of approx. \$20 B in international trade per year.
- A crucial commuter and commercial link to the Montreal area and the Province of Quebec.

Project Construction: **2015-19**

OTHER PORTFOLIO INITIATIVES

CANADA INFRASTRUCTURE BANK

\$35 B (**Current Funding**), Crown Corporation

- Crown Corporation mandated use federal support to attract private sector and institutional investment into new, revenue-generating projects.
- Investments in public transit, trade and transportation corridors, green infrastructure, and broadband.

Years of operation: **Ongoing (Current Funding to 2028)**

TORONTO WATERFRONT

Tripartite Project

- Tripartite revitalization initiative to develop a major piece of underdeveloped property at the waterfront in the City of Toronto.

PROGRAMS DELIVERED BY THE FEDERATION OF CANADIAN MUNICIPALITIES

MUNICIPAL ASSET
MANAGEMENT PROGRAM

\$110 M, Allocation Program
(\$52.8 M Available)

- Direct support to municipalities.
- Build capacity for asset management practices.

Intake process: Open
Program duration: **2017-24**

GREEN MUNICIPAL FUND

\$1.75 B, Allocation Program
(**Not INFC-funded**)

- Encourages municipal environmental projects through grants, loans, and loan guarantees.
- Infrastructure Canada provides oversight and strategic advice, but no funding.

Intake process: Open
Program duration: **2017-24**

MUNICIPALITIES FOR CLIMATE
INNOVATION PROGRAM

\$75 M, Allocation Program

- Encourages municipalities to prepare for climate-related challenges.
- Promotes greenhouse gas reduction.

Intake process: Closed
Program duration: **2017-24**

LEGACY PROGRAMS

NEW BUILDING
CANADA FUND

\$12.8 B, Allocation/Merit-Based
Program

- Funding for projects that contribute to economic growth, a clean environment, and stronger communities.
- Two Components:**
 - Provincial-Territorial Infrastructure
 - National Infrastructure

Intake process: Closed
Fully Committed
Program duration: **2016-28**

BUILDING CANADA FUND

\$7.8 B, Allocation Program

- Investments in large-scale projects (National Highway System, public transit and green energy), and small-scale projects (cultural and sport facilities).
- Two components:**
 - Major Infrastructure
 - Communities

Application Process: Closed
Fully Committed
Program duration: **2009-23**

CLEAN WATER AND
WASTEWATER FUND

\$2 B, Allocation Program

- Short-term funding for the rehabilitation, optimization and planning of water and wastewater infrastructure.

Intake process: Closed
Fully Committed
Program duration: **2016-21**

GREEN INFRASTRUCTURE
FUND

\$743.9 M, Merit-Based Program

- Supports projects that improve environmental quality and long-term economic sustainability.

Intake process: Closed
Fully Committed
Program duration: **2009-28**

BORDER INFRASTRUCTURE
FUND

\$592 M, Merit-Based Program

- Funding for physical infrastructure that aided the free-flow of people and goods across Canada's borders.

Intake process: Closed
Fully Committed
Program duration: **2003-21**

PUBLIC TRANSIT
INFRASTRUCTURE FUND

\$3.4 B, Allocation Program

- Short-term funding for public transit rehabilitation and planning of public transit systems.

Intake process: Closed
Fully Committed
Program duration: **2016-21**

CANADA STRATEGIC
INFRASTRUCTURE FUND

\$4.7 B, Merit-Based
Program

- Funding for large-scale, strategic projects focused on economic performance and urban development.

Intake process: Closed
Fully Committed
Program duration: **2002-21**

P3 CANADA FUND

\$1.4 B, Allocation Program

- Advanced the public-private partnerships model within local and regional governments through long-term financial agreements.

Intake process: Closed
Fully Committed
Expected funding duration: **2009-23**



INVESTING IN CANADA PLAN

MANDATE

- Comprised of over seventy programs administered by a number of federal delivery partners, including Infrastructure Canada, the twelve-year, over \$187 billion Investing in Canada Plan is a national strategy to address Canada's infrastructure needs through long-term investments.

DESCRIPTION

- The Investing in Canada Plan was announced in Budget 2016 with the Minister of Infrastructure and Communities as the lead Minister responsible for the overall implementation and reporting on the progress of the Plan. Infrastructure Canada is also directly responsible for the majority of the program funding (\$99 billion) delivered under the Plan.
- Through the Plan, the Government of Canada is making investments in infrastructure to provide communities across the country with the tools they need to prosper and innovate. Investments are made across five priority areas:
 - public transit infrastructure;
 - green infrastructure;
 - social infrastructure;
 - trade and transportation infrastructure; and
 - rural and northern communities infrastructure.
- These investments aim to create long-term economic growth, help build inclusive, sustainable communities and support a low carbon, green economy. The seven expected outcomes of the Plan are that the:
 - rate of economic growth is increased in an inclusive and sustainable way;
 - environmental quality is improved, greenhouse gas emissions are reduced and resilience of communities is increased;
 - urban mobility is improved in Canadian communities;
 - housing is affordable and in good condition and homelessness is reduced year over year;
 - early learning and childcare is of high quality, affordable, flexible and inclusive;
 - Canadian communities are more inclusive and accessible; and
 - infrastructure is managed in a more sustainable way.

-
- Infrastructure Canada works with a number of federal delivery partners in delivering the plan, including:
 - Canada Infrastructure Bank;
 - Canada Mortgage and Housing Corporation;
 - Canadian Heritage;
 - Crown-Indigenous Relations and Northern Affairs;
 - Employment and Social Development Canada;
 - Environment and Climate Change Canada;
 - Health Canada;
 - Indigenous Services Canada;
 - Innovation, Science and Economic Development Canada;
 - Natural Resources Canada;
 - Parks Canada;
 - Public Health Agency of Canada;
 - Public Safety Canada; and
 - Transport Canada.
 - The ultimate responsibility for the program delivery and financial reporting for each program under the Plan rests with the Minister responsible for the respective department or agency. The Minister of Infrastructure and Communities has the responsibility to report to Cabinet and the Prime Minister on the overall status of the implementation of the Plan.
 - The Geomap on the Infrastructure Canada website is updated monthly to highlight the progress of selected approved and announced infrastructure projects across Canada, while the online funding table tracks spending under the Plan by all federal departments and agencies.

FUNDING

- The funding of the twelve-year Plan, totaling over \$187 billion, was established in Budgets 2016 and 2017. This includes \$92.2 billion in funding for initiatives in place pre-budget 2016, and \$95.6 billion in new funding for infrastructure programs launched in 2016 and 2017. The initial phase of the new funding for the Plan announced in Budget 2016 (\$14.4 billion), focused on short-term projects, with an emphasis on the repair and rehabilitation of existing infrastructure assets. Budget 2017 built on this foundation by providing new long-term funding (\$81.2 billion) extending over the life of the Plan. In Budget 2019, all remaining funding under the Plan was allocated and additional funding was provided to some of the programs under the Plan. For example, an additional \$400 million was allocated to the National Trade Corridors Fund, and the Gas Tax Fund was doubled for 2019-20, providing an additional \$2.2 billion to communities.

-
- Of the over \$187 billion total, Infrastructure Canada is directly responsible for \$99 billion of funding. This funding supports various programs and initiatives, including bilateral agreements with provincial, territorial, and community partners, targeted funding programs such as the Disaster Mitigation and Adaptation Fund, the federal Gas Tax Fund, and innovative initiatives like the Smart Cities Challenge.

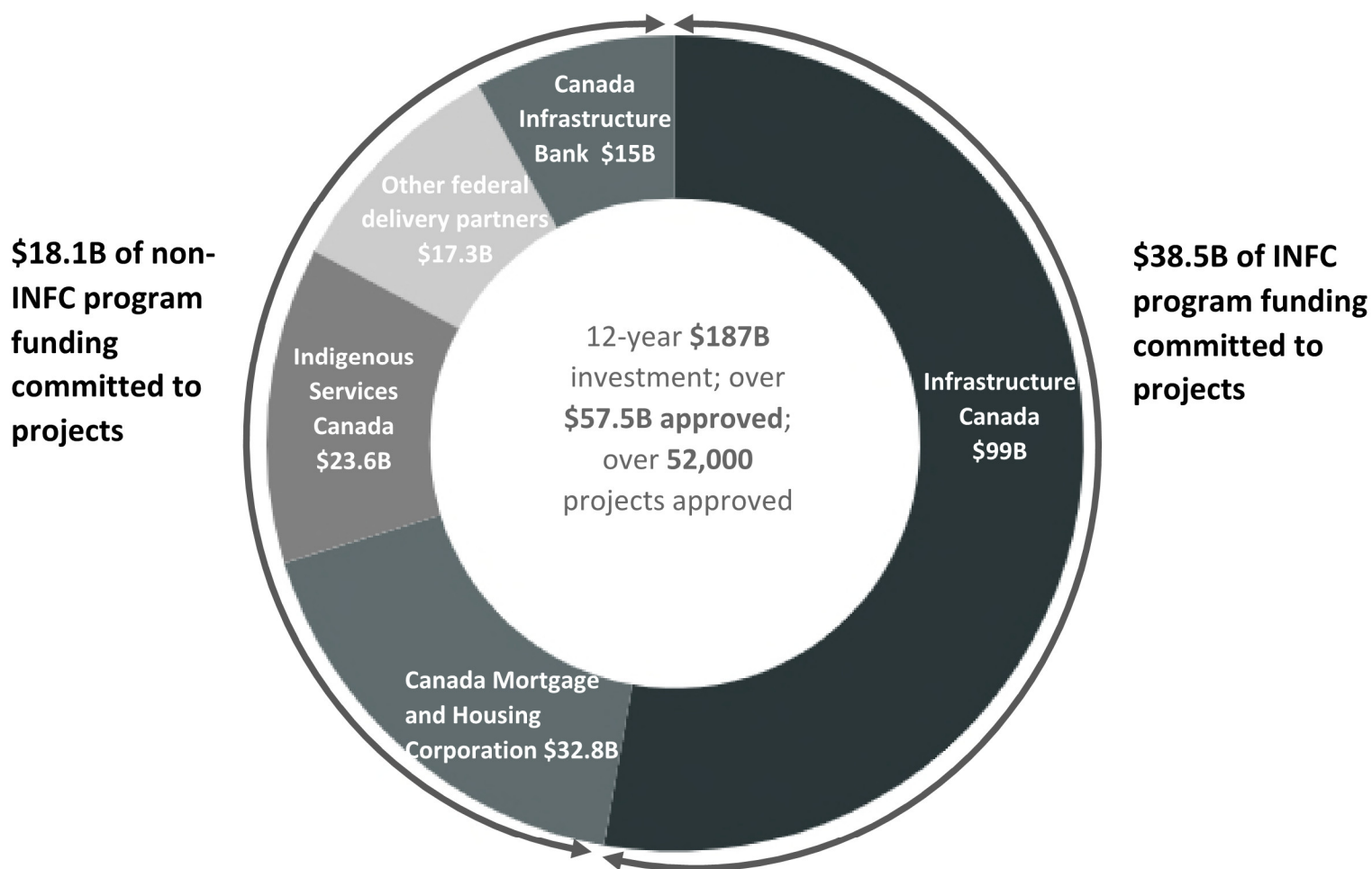
CURRENT STATUS

- As of October 2019, more than seventy programs are active under the plan, with over 52,000 projects approved representing approximately \$57.5 billion in federal investments (see Annex A).
- Infrastructure Canada has published two reports on the Plan:
 - *Investing in Canada: Canada's Long-Term Infrastructure Plan* (April 2018); and
 - *Building a Better Canada: A Progress Report on the Investing in Canada Plan 2016-2019* (May 2019).

NEXT STEPS

- Infrastructure Canada officials would be pleased to provide you with further information on the Investing in Canada Plan.

ANNEX A: OVERVIEW OF FUNDING BY FEDERAL DELIVERY PARTNERS



Note: The amount of \$15B for the Canada Infrastructure Bank has been allocated separately as it is an independent Crown Corporation separate from Infrastructure Canada.

INVESTING IN CANADA INFRASTRUCTURE PROGRAM

MANDATE

- The Investing in Canada Infrastructure Program is a \$33.5 billion program to provide federal cost-share funding support for infrastructure projects in communities across the country that will collectively advance national economic, social, and environmental outcomes.

DESCRIPTION

- Launched in 2017-18, the ten-year program has been designed to provide long-term, stable funding for public infrastructure initiatives across Canada. It is being delivered through bilateral agreements signed in 2018 with each province and territory. Allocations for each province and territory are set out in those agreements, each of which can be found on the Infrastructure Canada website.
- Funding levels have largely been set via a per capita allocation on top of a base amount. The funding has been allocated to provinces and territories under four funding streams, as follows:
 - **Public Transit:** This stream provides funding for the construction, expansion, improvement and rehabilitation of public transit infrastructure, and supports active transportation that enhances mobility options and strengthens communities.
 - **Green Infrastructure:** The Green Infrastructure stream is further divided into three sub-streams: climate change mitigation (supports greenhouse gas mitigation projects); adaptation, resilience, and disaster mitigation (infrastructure projects that will help communities adapt to the impacts of a changing climate); and environmental quality (such as water and wastewater infrastructure).
 - **Community, Culture and Recreation Infrastructure:** This stream funds new, expanded or renewed community, cultural and recreational facilities.
 - **Rural and Northern Communities Infrastructure:** This stream provides funding to smaller communities to address various rural and northern specific needs related to broadband, food security, transportation, energy and, where it supports the Truth and Reconciliation Commission's objectives, education and health facilities. It also includes the \$400 million Arctic Energy Fund to address energy security in the territories.
- Provinces and territories are responsible for identifying and prioritizing eligible projects through engagement with local and regional governments, and Indigenous Ultimate Recipients and submitting projects to Infrastructure Canada and, if approved by Infrastructure Canada, flowing funds to eligible recipients.
- The Program uses an outcomes-based approach to eligibility, meaning that, to be eligible for funding, projects must directly support at least one immediate outcome sought under the program (see Annex A).

- Project eligibility is also dependent on stream-specific requirements and exclusions as well as horizontal federal requirements, as specified in the bilateral agreements. Horizontal federal requirements include, for projects meeting specified criteria, a Climate Lens assessment and consideration of Community Employment Benefits.
 - **The Climate Lens assessment** requires projects to submit a greenhouse gas mitigation assessment and a climate change resilience assessment to ensure that climate change considerations are factored into the development of projects.
 - The **Community Employment Benefits** initiative requires project proponents to consider establishing targets to increase employment opportunities for workers from under-represented groups, as well as to increase opportunities for small and medium-sized enterprises and social enterprises.
- As part of the overall management of the Program, provinces and territories must also submit three-year rolling Infrastructure Plans, to provide a better understanding of their approach to managing the prioritization of future projects and their progress on advancing program targets and outcomes.

FUNDING

Project Funding Envelope ¹ :		Funding Still Available:		Projects Approved and Announced:
\$31.3 B		\$22.2 B		471
Funding Profile:				
2018-19	2019-20	2020-21	2021-22	2022-23
\$14.5 M	\$634.6 M	\$1.5 B	\$1.7 B	\$2.3 B
2023-24	2024-25	2025-26	2026-27	2027-28
\$3.2 B	\$3.8 B	\$5.7 B	\$5.7 B	\$7 B

- Annex B provides further information on the funding envelopes by jurisdiction per stream.

¹ The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

CURRENT STATUS

- Infrastructure Canada is working with provinces and territories to support the continued implementation of the Program, including looking for opportunities to strengthen administrative efficiencies and make other adjustments as required.
- To this end, for example, the department is piloting a progress billing initiative in Alberta and Nova Scotia, which aims to better align the flow of funding with incremental progress on projects through payments to jurisdictions three times per year.
- Though the Program is still in early implementation, significant progress has been made under all streams, such as:
 - 883 (new and expansion) transit vehicles;
 - 6 new or expanded subway/light rail transit lines;
 - 66 approved projects in that focus on wastewater in the Environmental Quality sub-stream; and
 - 156,082 new households that have access to broadband at project conclusion.

NEXT STEPS

- Project approvals continue to be a top priority. Funding approval for projects is the responsibility of the Minister of Infrastructure and Communities. For projects under the Rural and Northern Communities Infrastructure stream, funding approval can also be granted by the Minister of Rural and Economic Development. Some projects require the approval of the Treasury Board, in accordance with the delegation of authorities.
- An evaluation of the Program is planned for 2022-23. The focus will be on early impacts of projects selected to date and on how the Program's design is supporting the achievement of intermediate and long-term outcomes.

ANNEX A: IMMEDIATE OUTCOMES FOR EACH OF THE INVESTING IN CANADA INFRASTRUCTURE PROGRAM FUNDING STREAMS AND SUB-STREAMS

Funding Stream	Immediate Outcome
Public Transit	Improved capacity of public transit infrastructure Improved quality and safety of existing and future transit systems Improved access to public transit systems
Green Infrastructure - Climate Change Mitigation	Increased capacity to manage more renewable energy Increased access to clean energy transportation Increased energy efficiency of buildings Increased generation of clean energy
Green Infrastructure - Adaptation, Resilience and Disaster Mitigation	Increased structural capacity to adapt to climate change impacts, natural disasters and extreme weather events Increased natural capacity to adapt to climate change impacts, natural disasters and extreme weather events
Green Infrastructure - Environmental Quality	Increased capacity to treat and manage wastewater and stormwater Increased access to potable water Increased capacity to reduce or remediate soil and air pollutants
Community, Culture and Recreation Infrastructure	Improved access to and increased quality of community, cultural and recreational infrastructure for Canadians, including Indigenous Peoples and vulnerable populations.
Rural and Northern Communities Infrastructure	Improved food security Improved and more reliable road, air and marine infrastructure Improved broadband connectivity More efficient and reliable energy (The Arctic Energy Fund can only be applied to this outcome) Improved education and health facilities (specific to Truth and Reconciliation Commission)

Infrastructure Plan - PHASE 2

Provincial and Territorial Project Funding Envelopes (as of Oct 16,2019)

JURISDICTION	PUBLIC TRANSIT	GREEN	COMMUNITY, CULTURE & RECREATION	RURAL AND NORTHERN*	TOTAL ALLOCATION
Newfoundland & Labrador	\$ 108,368,833	\$ 300,417,377	\$ 39,512,400	\$ 103,964,235	\$ 552,262,845
Prince Edward Island	\$ 26,494,894	\$ 223,351,721	\$ 28,450,243	\$ 80,966,769	\$ 359,263,627
Nova Scotia	\$ 286,693,431	\$ 378,095,460	\$ 50,733,020	\$ 104,686,318	\$ 820,208,229
New Brunswick	\$ 163,479,251	\$ 343,529,716	\$ 45,747,762	\$ 113,437,766	\$ 666,194,495
Québec	\$ 4,339,201,949	\$ 2,584,288,639	\$ 251,792,553	\$ 285,295,479	\$ 7,460,578,620
Ontario	\$ 7,394,246,194	\$ 2,223,533,590	\$ 403,129,346	\$ 295,359,346	\$ 10,316,268,476
Manitoba	\$ 540,678,441	\$ 447,272,662	\$ 60,713,465	\$ 111,690,824	\$ 1,160,355,392
Saskatchewan	\$ 304,792,315	\$ 412,171,326	\$ 55,649,268	\$ 114,746,868	\$ 887,359,777
Alberta	\$ 2,091,816,770	\$ 1,247,561,026	\$ 140,257,861	\$ 159,290,533	\$ 3,638,926,191
British Columbia	\$ 2,678,991,935	\$ 899,130,345	\$ 156,374,851	\$ 165,254,819	\$ 3,899,751,950
Yukon	\$ 9,822,007	\$ 204,522,062	\$ 25,699,769	\$ 200,099,088	\$ 440,142,926
Northwest Territories	\$ 8,196,535	\$ 204,531,239	\$ 25,722,214	\$ 322,187,412	\$ 560,637,400
Nunavut	\$ -	\$ 200,823,353	\$ 25,235,247	\$ 323,580,035	\$ 549,638,635
TOTAL	\$ 17,952,782,556	\$ 9,669,228,516	\$ 1,309,017,999	\$ 2,380,559,493	\$ 31,311,588,563

*Arctic Energy Fund is reflected in Rural and Northern

The Project Funding Envelopes noted in this Annex represent the total amount available for projects under the program or stream after funding transfers to and from other programs (e.g., a transfer of \$1.1 billion to the New Building Canada fund to provide funding for the Ottawa Light Rail Stage 2 project). They are also the net of administrative costs for provinces, territories and Infrastructure Canada.

DISASTER MITIGATION AND ADAPTATION FUND

MANDATE

- The Disaster Mitigation and Adaptation Fund invests in large-scale infrastructure projects, including natural infrastructure, to enable communities to better withstand current and future natural risks, as well as the continuity of services.

DESCRIPTION

- Launched in May 2018, the \$2 billion Fund is a merit-based, competitive program that offers a complementary approach to support to the provincial and territorial funding allocations provided for climate change resilience projects across the country under the Investing in Canada Infrastructure Program's Green Infrastructure Stream.
- The Fund is designed to support significant, large-scale disaster mitigation and adaptation projects with total eligible costs of at least \$20 million. The cost sharing and stacking limits are in Annex A. Eligible projects include:
 - New construction of public infrastructure including natural infrastructure; and
 - Modification and/or reinforcement including rehabilitation and expansion of existing public infrastructure including natural infrastructure.
- The Fund is designed to have periodic calls for applications through a two-step, competitive process:
 - **Step I: Expression of Interest (EOI) Application:** This step is mandatory and determines project eligibility;
 - **Step II: Full Application:** Successful applicants from the first step are invited to submit the full application. The full applications are assessed against merit criteria and federal requirements.
- In addition, in cases where the Minister of Infrastructure and Communities, in consultation with the Minister of Public Safety and Emergency Preparedness, has identified a specific area of concern due to urgent and emergent situations, projects can be considered outside the competitive intake process. For instance, in June 2019, provincial and territorial Ministers were invited to submit applications outside of the competitive process in response to the spring 2019 flooding events and other hazard risks, such as wildland fires.

FUNDING

Program Allocation:		Funding Still Available:		Projects Approved and Announced:
\$2 B		\$232.2 M		59
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$0	\$128.3 M	\$113.8 M	\$199.2 M	\$199.2 M
2023-24	2024-25	2025-26	2026-27	2027-28
\$249.2 M	\$249.2 M	\$254.2 M	\$299.2 M	\$299.2 M

Approved Projects by Type of Hazard					
Flooding	Wildland Fire	Erosion	Storm	Other (drought, permafrost, extreme temperatures)	Earthquake
66%	5%	9%	8%	10%	2%

CURRENT STATUS

- There is significant interest in the program from across the country. The Fund's first competitive intake process launched in May 2018 identified more than \$6 billion in potential federal investment opportunities.
- An internal audit of the Fund has been initiated by Infrastructure Canada's Audit and Evaluation Branch. The audit will focus primarily on the Fund's first intake and review processes. Future audits will likely focus on implementation and governance.
- Due to the scale of the funding sought under the first intake, only eligible projects with construction start dates in 2019 and 2020 were invited to the Full Application phase of the program.
- Overall, program uptake by provinces and territories, as opposed to other partners and stakeholders, has been limited. The program has been popular with municipalities; municipal projects represent 73 percent of projects approved. The majority of projects from municipalities do not include any provincial/territorial funding contributions.

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- In terms of outcomes, all projects approved seek to increase their communities' resilience by reducing at least one of the following indicators: local economic loss; percentage of people directly affected; percentage of population without essential services; and percentage of missing people and loss of lives. In addition, the approved projects are expected to result in average long-term savings of 14:1.

NEXT STEPS

- The timing of a potential second intake under the Fund remains to be determined.

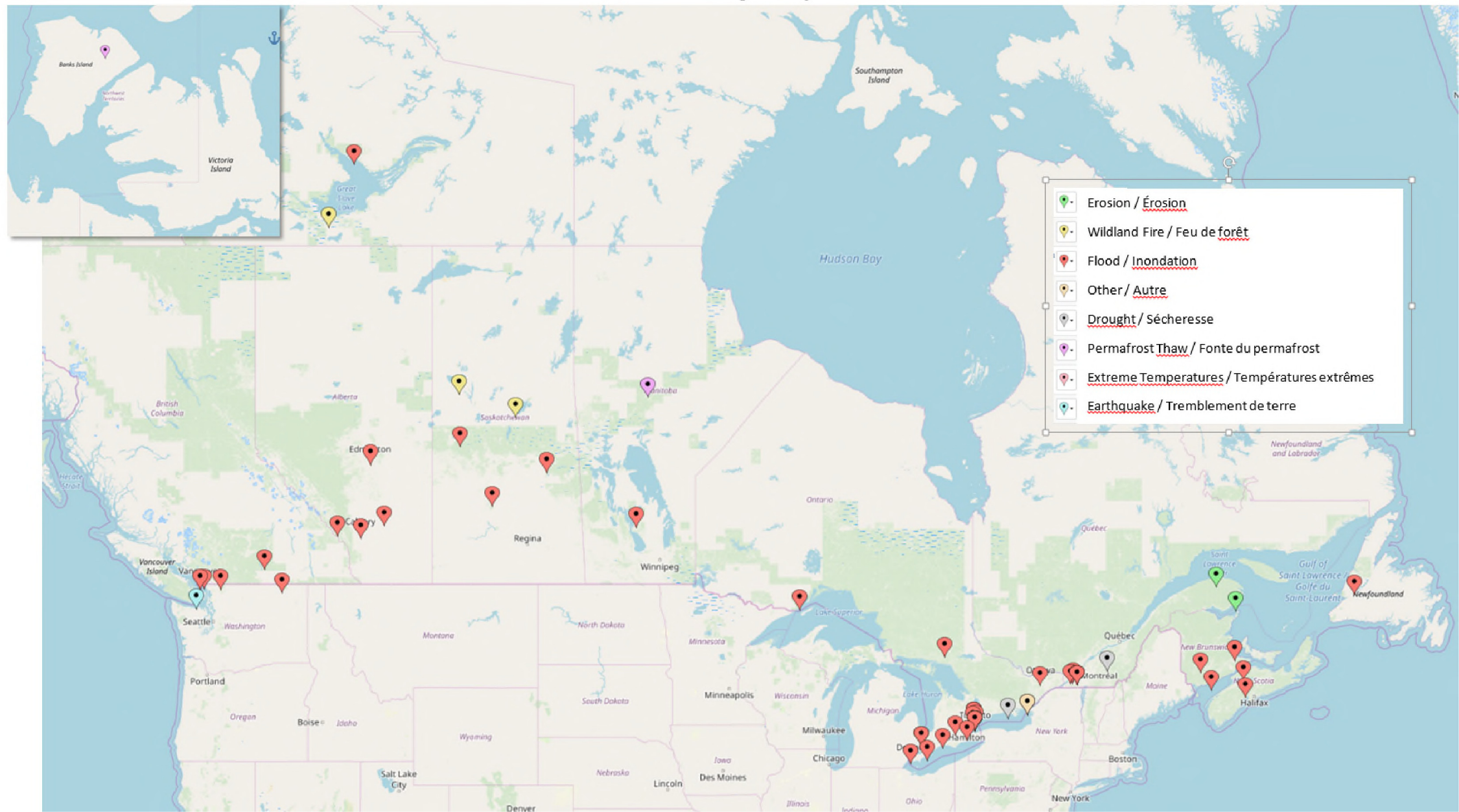
ANNEX A: DISASTER MITIGATION AND ADAPTATION FUND (DMAF) ELIGIBILITY CRITERIA AND MERIT CRITERIA

Eligibility Criteria	Details
Project Schedule	Within the DMAF program timeline (March 31, 2028)
Minimum Threshold	\$20 million in total eligible costs
Cost Sharing and Stacking	<ul style="list-style-type: none"> ▪ Up to 50% for provincial assets; ▪ Up to 40% for municipal and not-for-profit assets; ▪ Up to 75% for territorial and Indigenous assets*; ▪ Up to 25% for for-profit assets. <p>*For Indigenous assets, additional funding from any applicable federal source to a maximum federal contribution of 100%</p>
Recipient Type	Municipal, Regional, Provincial, Territorial, For-profit, Not-for-profit and Indigenous communities
Nature of the Project	New construction, rehabilitation and/or expansion of an existing asset
Asset Ownership, Use or Benefit	The DMAF focuses on public infrastructure. Privately owned assets need to demonstrate public benefit.
National Significance	<p>DMAF projects need to meet at least one of the six national significance criteria*</p> <p>*For example, reduce impacts on critical infrastructure, including essential services.</p>
Alignment with the Program Objectives	DMAF projects must align with program objectives

Merit Criteria	Details
Hazard Risk Assessment	To assess the likelihood and impact of the hazard risk in consideration of current and future climate change impacts within the asset lifecycle. Socio-economic impacts are considered, including four key indicators: loss of lives/missing people; directly affected people; local economic loss; and population without essential services.
Extent to which the project strengthens resilience	To assess the expected risk impacts on a community. Applicants must indicate the impacts on the four key indicators before and after project completion.
Return on Investment	The ROI ratio measures the estimated disaster losses avoided by the investment, within the asset lifecycle.
Project rationale	Assess the investment rationale which could include the options considered for the project. Applicants must describe

	why the proposed project is the best and most appropriate option to address the natural hazard risk.
Innovation	To assess if innovative measures are considered as part of the project, including natural infrastructure, innovative technologies, global best practices.
Risk Transfer Management Measures	Must demonstrate that the proposed project addresses comprehensively the broad impacts of the hazard risk.
Alignment with relevant municipal/provincial/territorial plans, strategies and frameworks	Projects are required to align with existing municipal/provincial/territorial plans, strategies and frameworks as well as legislation and regulations more broadly.
Public and Indigenous Engagement	Applicants must demonstrate that they have or will engage with province(s) or territory(ies) in which the project is situated, affected communities including Indigenous communities and the general public.
Risks associated with project management and implementation	Applicants must demonstrate the potential risks they could encounter during the project implementation.
Project Benefits	Merit is awarded to projects that offer additional benefits to Canadians, such as addressing multiple hazards, and providing environmental value and/or protecting valuable cultural assets.

ANNEX B: PROJECT MAP



Annex C
DMAF Project List as of October 18, 2019

Province/Territory	Name of Recipient	Project Title	Federal Contribution
ALBERTA - 4 PROJECTS			\$ 258,026,000
Alberta	Government of Alberta, Transportation Ministry	Springbank Off-Stream Reservoir (SR1) Project	\$ 168,500,000
Alberta	Town of Drumheller	Drumheller Flood Mitigation and Climate Change Adaptation System along the Red Deer River Valley	\$ 22,000,000
Alberta	Town of Canmore	Flood Mitigation of Several Steep Mountain Creeks in the Bow Valley	\$ 13,760,000
Alberta	City of Edmonton	Riverine and Urban Buffer on Flood Mitigation	\$ 53,766,000
BRITISH COLUMBIA - 6 PROJECTS			\$ 192,763,823
British Columbia	Skwah First Nation	New dyke / flood barrier to protect Skwah FN and City of Chilliwack against flooding	\$ 45,000,000
British Columbia	Corporation of the City of Victoria	Climate and Seismic Resilient Underground Infrastructure	\$ 15,393,320
British Columbia	City of Kelowna	Mill Creek Flood Protection	\$ 22,000,000
British Columbia	City of Surrey	Reducing Coastal Flood Vulnerability in the Coastal Lowlands of City of Surrey, City of Delta and Semiahmoo First Nation	\$ 76,602,850
British Columbia	City of Richmond	Richmond Flood Protection Program	\$ 13,780,000
British Columbia	Corporation of the City of Grand Forks	Grand Forks and Regional District of Kootenay Boundary Structural and Natural Flood Mitigation	\$ 19,987,653
MANITOBA - 2 PROJECTS			\$ 270,700,000
Manitoba	Province of Manitoba	Lakes of Manitoba and St. Martin	\$ 247,500,000

Manitoba	Thompson Regional Airport Authority	Air Terminal Building Redevelopment project	\$	23,200,000
NEW BRUNSWICK - 3 PROJECTS			\$	36,889,074
New Brunswick	City of Saint John (COSJ)	Saint John Flood Mitigation Strategy	\$	11,916,074
New Brunswick	New Brunswick Department of Transportation and Infrastructure	NB Arterial Highway # 11: Culvert Mitigation and Improvement	\$	13,573,000
New Brunswick	City of Fredericton	Multiple Natural and Structural Infrastructure Projects to Adapt to Pulival and Fluvial Flood Events in Fredericton	\$	11,400,000
NEWFOUNDLAND AND LABRADOR - 1 PROJECT			\$	15,180,000
Newfoundland & Labrador	Government of Newfoundland and Labrador	Replacement of provincial highway bridges	\$	15,180,000
NORTHWEST TERRITORIES - 3 PROJECTS			\$	64,112,218
Northwest Territories	City of Yellowknife	Flood Hazard Mitigation for the Yellowknife Region	\$	25,862,218
Northwest Territories	Department of Infrastructure, Government of NWT	Inuvik Airport - Adaptation to Increase the Resilience of the Surface Structures from Impacts of Climate Change	\$	16,500,000
Northwest Territories	Government of NWT	Increase fuel storage capacity to mitigate impacts to the public and essential services due to wildfires	\$	21,750,000
NOVA SCOTIA - 2 PROJECTS				
Nova Scotia	Government of Nova Scotia - Department of Agriculture	Construction Upgrades to Protect 60 Communities in Nova Scotia from the Impacts of Coastal Flooding	\$	24,997,500
Nova Scotia	Nova Scotia Transportation and Infrastructure Renewal (NSTIR)	Upgrades Aboiteaux and Dykes to Protect the Town of Windsor, Falmouth, and Surrounding Areas	\$	32,000,000
ONTARIO - 23 PROJECTS			\$	530,981,028
Ontario	Corporation of the City of Markham	City of Markham's Flood Control Program	\$	48,640,000

Ontario	Corporation of the City of Sarnia	Combined Sewer Separation - Flooding and Overflow Mitigation Project	\$ 10,412,000
Ontario	Regional Municipality of York	Aurora Sewage Pumping Station Overflow Mitigation Work	\$ 8,280,000
Ontario	Regional Municipality of York	Natural Infrastructure - building climate change resilience through enhancement and restoration of the urban forest in York Region, Ontario	\$ 10,136,000
Ontario	Mohawks of the Bay of Quinte	Expansion to water infrastructure to reduce risk & impacts of drought MBQ Territory.	\$ 30,093,216
Ontario	Regional Municipality of York	York Durham Sewage System Forcemain Twinning Project	\$ 48,000,000
Ontario	City of Toronto	Construction of the Fairbank-Silverthorn Trunk Storm Sewer System for Basement Flooding Protection and Combined Sewer Overflow Reduction	\$ 73,200,000
Ontario	City of Toronto	Construction of the Midtown Toronto Relief Storm Sewer for Basement Flooding Protection	\$ 37,160,000
Ontario	Corporation of the City of Vaughan	Implementing Vaughan Stormwater Flood Mitigation projects	\$ 16,588,299
Ontario	City of Hamilton	City of Hamilton Project Bundle - Extreme Storms - Shoreline Protection Resilience	\$ 12,686,000
Ontario	Upper Thames River Conservation Authority (UTRCA)	West London Dyke Reconstruction	\$ 10,000,000
Ontario	Corporation of the City of Windsor	City of Windsor Disaster Mitigation and Infrastructure Enhancement Initiative	\$ 32,090,691
Ontario	Corporation of The City of Thunder Bay	Community Flood Mitigation Project	\$ 13,249,200
Ontario	Municipality of Chatham-Kent	Flood Mitigation Along Thames & Sydenham Rivers	\$ 16,575,200
Ontario	Corporation of the City of Kitchener	Kitchener Stormwater Network Adaptation	\$ 49,990,000
Ontario	City of Greater Sudbury	Flood mitigation, control and improvements in the Junction Creek Watershed	\$ 8,840,000

Ontario	Toronto and Region Conservation Authority (TRCA)	Toronto Region Ravine Erosion Risk Management and Hazard Mitigation Project	\$ 22,311,578
Ontario	City of Toronto	Repair, remediate, and enhance resilience of Toronto's tree canopy and waterfront shoreline structures to protect against future flooding and storm events.	\$ 11,989,186
Ontario	City of Kingston	Shoreline Protection Works	\$ 9,806,191
Ontario	City of Kingston	Combined Sewer Separation and Storm Water Management Infrastructure	\$ 10,400,000
Ontario	St. Clair Conservation Authority	Shoreline Rehabilitation along Lake Huron and St. Clair River	\$ 8,000,000
Ontario	Toronto and Region Conservation Authority (TRCA)	Toronto Waterfront Erosion Hazard Mitigation Project	\$ 33,794,667
Ontario	City of Toronto	City of Toronto 2020-21 Culvert Rehabilitation	\$ 8,738,800
QUÉBEC - 10 PROJECTS			\$ 251,056,900
Quebec	City of Montreal/Water Services	Construction of a retaining structure intended to reduce overflows during heavy rains	\$ 21,280,000
Quebec	City of Montreal/Water Services	Construction of retaining structures to control overflows and overloading of combined sewer systems during heavy rains	\$ 33,060,400
Quebec	Quebec Ministry of Transport	Rehabilitation of the section of the Chemin de fer de la Gaspésie railway line- Port-Daniel-Gascons to Gaspé	\$ 45,815,200
Quebec	Quebec Ministry of Transport	Infrastructure development project to protect Highway 132 against coastal hazards	\$ 13,200,500
Quebec	City of Victoriaville	Protecting and safeguarding the drinking water supply in the Beaudet reservoir of the City of Victoriaville, Quebec	\$ 16,000,000
Quebec	City of Montreal/Water Services	Protection and resilience increase against flooding in Pierrefonds-Roxboro	\$ 50,000,000

Quebec	City of Gatineau	Wabassee Creek Watershed	\$	22,510,000
Quebec	Town of Ste-Marthe-sur-le-lac	Repairing, Strengthening, Heightening, and Sealing Work to the Town of Sainte-Marthe-sur-le-Lac's Dyke	\$	19,726,000
Quebec	City of Deux-Montagnes	Protection Works Mitigating Floods In The Deux-Montagnes Lake Sector (Deux-Montagnes, Oka, Pointe-Calumet, St-Joseph-sur-le-lac)	\$	17,949,080
Quebec	City of Deux-Montagnes	Protection works mitigating floods in the Rivière des Mille Iles sector (St-Eustache, Rosemère, Boisbriand)	\$	11,515,720
SASKATCHEWAN - 5 PROJECTS			\$	82,396,300
Saskatchewan	City of Meadow Lake	Replacement of common trench water and pressure sewer lines and the relocation of the sewage lagoon for Meadow Lake	\$	8,000,000
Saskatchewan	Saskatchewan Power Corporation	Wildfire Risk Reduction and Capacity Development in Northern Saskatchewan	\$	19,802,475
Saskatchewan	City of Saskatoon	Flood Control Strategy	\$	21,600,000
Saskatchewan	Ministry of Environment Wildfire Management Branch (WFMB) Government of Saskatchewan	Saskatchewan Wildfire Risk Reduction and Community Resilience Project	\$	20,493,825
Saskatchewan	Saskatchewan Ministry of Highways and Infrastructure	Highway 55 Corridor Improvements	\$	12,500,000
TOTAL - 59 PROJECTS			\$	1,759,102,843

SMART CITIES CHALLENGE

MANDATE

- The Smart Cities Challenge is an innovative and experimental program for the Government of Canada, testing new approaches to program design and delivery. The Smart Cities Challenge incents communities to adopt a smart cities approach to improve the lives of their residents through innovation, data and connected technology.

DESCRIPTION

- Established in 2017, the Smart Cities Challenge is a competition open to all municipalities, local or regional governments, and Indigenous communities.
- Communities of all sizes are confronting new ways to leverage data and connected technology into their operations. The Smart Cities Challenge aims to work with communities to do so in a way that puts the needs of residents first, and generates solutions that can be replicated across Canada. The process is designed to support the achievement of measurable positive results, with built-in flexibilities to encourage innovation and risk taking. This approach has been identified as valuable and promising by domestic and international commentators.
- An independent jury evaluates submissions and recommends slates of finalists and winners to the Minister of Infrastructure and Communities.
- Recognizing that most Canadian communities have capacity limitations, the Smart Cities Community Support Program was designed in parallel to the Smart Cities Challenge as a contribution program. Its objective is to provide advisory and capacity-building services directly to communities of all sizes across Canada as they explore and implement smart cities approaches.

Overview of the Challenge: Competition One

- The first round of the Challenge was launched in November 2017.
- An inclusive prize structure was designed: one \$50 million prize for communities of all sizes, two \$10 million prizes for communities with populations under 500,000, and one \$5 million prize for communities with populations under 30,000 people.
- 130 applications were received, representing 225 communities from small towns to large cities in every province and territory. Twenty applications were received from Indigenous communities, either individually or as part of joint submissions.
- Twenty finalists were announced in June 2018. Each finalist received a \$250,000 grant to support the development of their final proposal.

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- Four winning communities were announced on May 14, 2019:
 - **Town of Bridgewater, Nova Scotia (\$5 million prize)**
 - Bridgewater's project is focused on an Energy Poverty Reduction Program that uses data and connected technology to restore control to residents over their energy costs and infrastructure.
 - **City of Guelph and Wellington County, Ontario (\$10 million prize)**
 - Guelph and Wellington County's project focuses on becoming Canada's first circular food economy by creating new circular business opportunities, transforming food waste into a resource, and increasing access to affordable, nutritious food.
 - **Nunavut Communities, Nunavut (\$10 million prize)**
 - The project from the Nunavut Communities focuses on strengthening resilience and improving mental health among young Nunavummiut through technology-enabled Makerspaces in various communities across Nunavut.
 - **City of Montréal, Quebec (\$50 million prize)**
 - The project of the City of Montréal takes action on systemic issues of urban life – enabled by technology – to improve mobility and access to food so that all Montrealers may enjoy a pleasant quality of life where their basic needs are met.
 - Infrastructure Canada officials have maintained a visible presence by conducting site visits and outreach in participating municipalities. The program has been very well received and communities have been actively seeking information about future rounds.
 - Participants in the Challenge have affirmed that it has enabled them to break down silos within their municipal governance structures and to build new partnerships. Many applicants and finalists have noted their plans to move forward in implementing their smart cities vision despite not having been selected as winners.

FUNDING

Project Allocation:		Funding Remaining:		Number of Approved and Announced Projects:
\$300 M		\$176.3 M		25
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$7 M	\$10.2 M	\$25.9 M	\$30.2 M	\$60.1 M
2023-24	2024-25	2025-26	2026-27	2027-28
\$29.6 M	\$53.6 M	\$21.6 M	\$22.6M	N/A

- The Smart Cities Challenge program has been allocated \$300 million over ten years to run up to three competitions and the Community Support Program, from 2017-18 until 2026-27.
- Winning communities receive a funding agreement with the Government of Canada. Milestone payments will be primarily tied to the performance / achievement of positive outcomes for residents.
- To date, twenty grants of \$250,000 have been expended to the finalists of the first competition, for a total of \$5 million. Winners of the first competition will receive a combined \$75 million over five years.
- Two more competitions are expected with a total allocation in grants and contributions of \$160 million between 2020 and 2027.
- \$20 million has been allocated toward the CSP. In October 2018, a consortium led by national non-profit organization Evergreen was selected via an open call to receive up to \$4.6 million in funding over two years.
- An Indigenous-specific stream of the Challenge had been envisioned but was reconsidered in light of the strong degree of Indigenous participation during Competition One. \$15 million was instead transferred to Indigenous Services Canada to support the Indigenous Homes Innovation Initiative.

CURRENT STATUS

- Officials are working with the four winners of Competition One to ensure sound planning and governance as these communities begin implementing their smart cities projects.

NEXT STEPS

- Infrastructure Canada officials will provide you with a recommendation for the start of the next round of the competition for your consideration.

GAS TAX FUND

MANDATE

- The federal Gas Tax Fund is an infrastructure program, based on a statutory source of funding, that provides permanent, ongoing federal funding for local infrastructure projects prioritized by communities across Canada.

DESCRIPTION

- The Fund currently provides more than \$2.2 billion annually to more than 3,600 communities. It is indexed at two percent per year, with increases to be applied in \$100 million increments. Annual allocations are listed in Annex A.
- The Fund is implemented through administrative agreements with provinces and territories, as well as municipal associations in Ontario and British Columbia, and the City of Toronto. The current, ten-year agreements came into effect in April 2014, and expire in March 2024.
- Under the Gas Tax Fund, upfront funding is provided annually in two installments to provinces, territories, and municipal associations, who in turn flow this funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility.
- A portion of the Gas Tax Fund is also allocated to First Nations on a per capita basis. This portion of funding is delivered by Indigenous Services Canada as part of the First Nations Infrastructure Fund.
- The Fund was launched in 2005 and originally designed to provide municipalities with \$5 billion in predictable funding over five years. The Government of Canada announced in 2008 plans to make the fund permanent, and subsequently embedded it in legislation as an ongoing source of federal infrastructure funding for municipalities. Despite its name, the Fund currently has no specific relationship to tax revenues related to gas prices.
- In most cases, local governments, being the ultimate recipients, select how best to direct the funds with the flexibility to make strategic investments across the following eighteen different project categories: drinking water; wastewater; solid waste; public transit; local roads and bridges; community energy systems; capacity building; disaster mitigation; broadband connectivity; highways; short-line rail; short-sea shipping; brownfield redevelopment; regional and local airports; and, projects supporting culture, tourism, sport and recreation. In Quebec, funding under the program is directed to specific investment objectives established by the province.
- The overall strategic implementation of each of the Gas Tax Fund agreements is managed by an oversight committee co-chaired by senior officials representing the Government of Canada and each signatory.
 - Infrastructure Canada is responsible for undertaking and managing the on-going federal administration, including making payments, receiving and reviewing required reports, executing evaluations, and reporting to Canadians and Parliamentarians.
 - Non-federal signatories of the agreements are responsible for the administration and oversight of the program and for providing Infrastructure Canada reasonable assurance in

the form of an Annual Report confirming that funds were expended for the purposes intended.

FUNDING

Project Funding Envelope ¹ :		Funding Still Available:		Projects Approved and Announced:
\$27.5 B		N/A		N/A
Funding Profile:				
Total Funding Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$23.1 B	\$4.3 B	\$2.2 B	\$2.3 B	\$2.3 B
2023-24	2024-25	2025-26	2026-27	2027-28
\$2.4 B	\$2.2 B	\$2.2 B	\$2.2 B	\$2.2 B

CURRENT STATUS

- The federal Gas Tax Fund delivers over \$2.2 billion every year to 3,600 communities across the country. From 2014 to 2024, it will provide municipalities with close to \$22 billion in infrastructure funding.
- At the start of each fiscal year, the Minister of Infrastructure and Communities confirms the Gas Tax Fund funding to signatories through a letter. Following this, Infrastructure Canada makes two equal payments to each signatory. The first payment generally occurs in early summer, and the second in the fall.
- The Gas Tax Fund is allocated on a per-capita basis for provinces, territories and First Nations, but provides a base funding amount of 0.75 percent of total annual funding for Prince Edward Island and each territory.
- Jurisdictional allocations are adjusted every five years corresponding with new census population data. As such, allocations were last updated based on census 2016 population data, starting in the 2019-20 fiscal year.

¹ The project funding envelope reflects the total funding available for projects accounting for any program top-ups and transfers to or from other programs subsequent to the original program funding profile (this includes the transfer to the First Nations Infrastructure Fund). Due to the permanent nature of the Gas Tax Fund, the Project Funding Envelope reflects funding available between 2005-06 and 2019-20.

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- As per Budget 2016, Infrastructure Canada committed to transfer over \$30.1 million of uncommitted funds from previous federal infrastructure programs to the Gas Tax Fund by March 31, 2017. Legacy transfer payments by jurisdiction are listed in Annex B.
 - Budget 2019 implemented a one-time additional transfer of \$2.2 billion through the federal Gas Tax Fund to address short-term priorities in municipalities and First Nations communities. This doubled the Government of Canada's commitment to municipalities in 2018-19. Additional transfer allocations are listed in Annex B.

NEXT STEPS

- Infrastructure Canada is working in collaboration with provinces, territories, and municipal associations to improve outcomes reporting for the program and to identify alignment opportunities with reporting requirements of the *Investing in Canada Infrastructure Program*.
- As the Gas Tax Fund Agreements are only effective until March 31, 2024, new or amended agreements will eventually be required to account for allocations beyond the 2023-24 fiscal year, as well as any adjustments to the program terms and conditions.

ANNEX A: ANNUAL ALLOCATIONS OF THE GAS TAX FUND

Table of regular annual allocations of the federal Gas Tax Fund, per province and territory, from years 2014-15 to 2018-19:

Province/Territory	2014-2015	2015-2016	2016-2017 ²	2017-2018	2018-2019
British Columbia	\$253,276,892	\$253,276,892	\$265,940,736	\$265,940,736	\$278,604,581
Alberta	\$208,650,536	\$208,650,536	\$219,083,063	\$219,083,063	\$229,515,590
Saskatchewan	\$56,289,884	\$56,289,884	\$59,104,378	\$59,104,378	\$61,918,872
Manitoba	\$65,470,748	\$65,470,748	\$68,744,285	\$68,744,285	\$72,017,823
Ontario	\$744,948,996	\$744,948,996	\$782,196,446	\$782,196,446	\$819,443,895
Québec	\$458,218,932	\$458,218,932	\$481,129,879	\$481,129,879	\$504,040,826
New Brunswick	\$43,322,293	\$43,322,293	\$45,488,408	\$45,488,408	\$47,654,522
Nova Scotia	\$53,226,093	\$53,226,093	\$55,887,397	\$55,887,397	\$58,548,702
Prince Edward Island	\$15,000,000	\$15,000,000	\$15,750,000	\$15,750,000	\$16,500,000
Newfoundland and Labrador	\$29,865,059	\$29,865,059	\$31,358,312	\$31,358,312	\$32,851,564
Northwest Territories	\$15,000,000	\$15,000,000	\$15,750,000	\$15,750,000	\$16,500,000
Nunavut	\$15,000,000	\$15,000,000	\$15,750,000	\$15,750,000	\$16,500,000
Yukon	\$15,000,000	\$15,000,000	\$15,750,000	\$15,750,000	\$16,500,000
First Nation Infrastructure Fund ³	\$26,730,568	\$26,730,568	\$28,067,096	\$28,067,096	\$29,403,625
Total	\$2,000,000,000	\$2,000,000,000	\$2,100,000,000*	\$2,100,000,000	\$2,200,000,000*

² Unused funds from INFC's legacy programs were transferred to provinces and territories through the federal Gas Tax Fund. Top-up allocations are listed in Annex B.

³ This portion of funding is delivered by Indigenous Services Canada as part of the First Nations Infrastructure Fund.

Table of regular annual allocations of the federal Gas Tax Fund, per province and territory, from years 2019-20 to 2023-24:

Province/Territory	2019-2020 ⁴	2020-2021	2021-2022	2022-2023	2023-2024
British Columbia	\$280,416,420	\$280,416,420	\$293,162,621	\$293,162,621	\$305,908,822
Alberta	\$244,029,220	\$244,029,220	\$255,121,458	\$255,121,458	\$266,213,695
Saskatchewan	\$62,571,380	\$62,571,380	\$65,415,534	\$65,415,534	\$68,259,687
Manitoba	\$72,510,828	\$72,510,828	\$75,806,775	\$75,806,775	\$79,102,722
Ontario	\$816,507,200	\$816,507,200	\$853,621,164	\$853,621,164	\$890,735,127
Québec	\$495,770,253	\$495,770,253	\$518,305,265	\$518,305,265	\$540,840,276
New Brunswick	\$45,098,015	\$45,098,015	\$47,147,924	\$47,147,924	\$49,197,834
Nova Scotia	\$55,829,094	\$55,829,094	\$58,366,780	\$58,366,780	\$60,904,466
Prince Edward Island	\$16,500,000	\$16,500,000	\$17,250,000	\$17,250,000	\$18,000,000
Newfoundland and Labrador	\$31,583,477	\$31,583,477	\$33,019,089	\$33,019,089	\$34,454,702
Northwest Territories	\$16,500,000	\$16,500,000	\$17,250,000	\$17,250,000	\$18,000,000
Nunavut	\$16,500,000	\$16,500,000	\$17,250,000	\$17,250,000	\$18,000,000
Yukon	\$16,500,000	\$16,500,000	\$17,250,000	\$17,250,000	\$18,000,000
First Nation Infrastructure Fund ²	\$29,684,113	\$29,684,113	\$31,033,391	\$31,033,391	\$32,382,668
Total	\$2,200,000,000	\$2,200,000,000	\$2,300,000,000*	\$2,300,000,000	\$2,400,000,000*

⁴ A top-up amount of \$2.2 billion was transferred to provinces and territories. Top-up allocations are listed in Annex B.

* Two percent indexation has been applied in \$100 million increments. Totals may not add due to rounding.

ANNEX B: TOP-UP ALLOCATIONS OF THE GAS TAX FUND

Province/Territory	Budget 2016 Legacy Transfer	Budget 2019 Top-up
	2016-2017	2019-2020
British Columbia	\$3,439,041.83	\$278,604,581
Alberta	\$2,661,350.83	\$229,515,590
Saskatchewan	\$1,189,874.04	\$61,918,872
Manitoba	\$835,093.32	\$72,017,823
Ontario	\$13,778,252.73	\$819,443,895
Québec	\$5,844,611.56	\$504,040,826
New Brunswick	\$552,578.60	\$47,654,522
Nova Scotia	\$678,902.19	\$58,548,702
Prince Edward Island	\$228,651.74	\$16,500,000
Newfoundland and Labrador	\$380,930.72	\$32,851,564
Northwest Territories	\$188,869.74	\$16,500,000
Nunavut	\$188,869.74	\$16,500,000
Yukon	\$188,869.74	\$16,500,000
First Nation Infrastructure Fund	N/A	\$29,403,625
Total	\$30,155,896.78	\$2,200,000,000

MUNICIPAL ASSET MANAGEMENT PROGRAM

MANDATE

- The Municipal Asset Management Program helps strengthen the capacity of Canadian municipalities to make informed infrastructure investment decisions based on sound asset management practices.

DESCRIPTION

- The program was launched in February 2017. As the recipient of Infrastructure Canada's transfer payment funding, the Federation of Canadian Municipalities undertakes the program activities, including selecting projects and entering into agreements with ultimate recipients.
- Activities funded under the program include direct support to municipalities to bolster their capacity, training and workshops, and developing and sharing asset management knowledge tools with stakeholders.
- This program is scheduled to end on March 31, 2025, with all projects under the Program completed by March 31, 2024.

FUNDING

Program Allocation:		Funding Still Available:		Projects Approved and Announced:
\$110 M		\$52.8 M		600+
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$24.2 M	\$75.8 M	\$9.6 M	\$0.4 M	N/A
2023-24	2024-25	2025-26	2026-27	2027-28
N/A	N/A	N/A	N/A	N/A

- The total funding envelope for the program is \$110 million over eight years, with a ninth year for program close-out. The Program was originally established with a \$50 million, five-year commitment from Phase 1 of the Investing in Canada Plan, as announced in Budget 2016. Budget 2019 committed an additional \$60 million, as well as a three-year extension to the program.
- The additional \$60 million from Budget 2019 has been provided to the Federation of Canadian Municipalities, and the organization is currently developing the implementation plan for the delivery

of these incremental funds. They will make this funding available to potential applicants through a request for proposals, which will be announced publicly at a later date.

CURRENT STATUS

- The program has been very well received by the primary stakeholders of the program, which generally consist of local governments and the asset management communities of practice across the country.
- While the many potential outcomes from the program will only be able to be assessed at the end of the program, based on the most recent annual report, the program can already be seen to have achieved results such as:
 - 78% of individual program participants have reported a better understanding of asset management;
 - 71% of organizations receiving technical assistance have reported improved asset management capacity;
 - 84% of individuals receiving technical assistance have reported an increase of their skills through participation in the program;
 - 6,963 individual participants have benefited from awareness-building activities; and
 - 1,343 municipalities have received technical assistance related to asset management through the program.

NEXT STEPS

- Infrastructure Canada is conducting an evaluation which will assess the relevance, effectiveness and efficiency of the program. Once completed, the evaluation will be published online.

MUNICIPALITIES FOR CLIMATE INNOVATION PROGRAM

MANDATE

- The Municipalities for Climate Innovation Program is designed to encourage Canadian municipalities to better prepare for and adapt to the new realities of climate change, as well as to reduce greenhouse gas emissions.

DESCRIPTION

- Launched in February 2017, as with the Municipal Asset Management Program, this program is also delivered by the Federation of Canadian Municipalities on behalf of Infrastructure Canada.
- Under this fully-subscribed program, applications were solicited through targeted requests for proposals.
- Projects under the program include direct funding for capital projects and asset management activities such as plans and studies, as well as grants for municipalities to bolster their abilities to integrate climate considerations into their planning processes.
- This program is scheduled to end in 2021-22, with all projects under the program requiring completion by March 31, 2021.

FUNDING

Program Allocation:		Funding Still Available:		Projects Approved and Announced:
\$75 M		0\$		324
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$31.5 M	\$25.8 M	\$17.4 M	\$0.4 M	N/A
2023-24	2024-25	2025-26	2026-27	2027-28
N/A	N/A	N/A	N/A	N/A

- The Program is fully subscribed. The total funding envelope for the program is \$75 million over five years, with a sixth year, 2021-22, for program close-out. Of the total funding envelope, approximately \$68 million has been budgeted for the program's direct granting initiatives. The

balance of the funding has been earmarked for the overhead costs of the program, which include administrative costs and costs to support workshops delivered by the Federation of Canadian Municipalities.

CURRENT STATUS

- The majority of projects approved under the Program are currently in the implementation phase, with the remaining projects expected to start this current fiscal year.
- The Program has been very well received by the primary stakeholders of the program, which generally consist of local governments and conservation groups across the country. The demand for program funding greatly surpassed the available funding, however.
- Based on the most recent annual report, the program has achieved initial results such as:
 - 92% of participants in targeted municipalities have reported an increase in their awareness of the need to reduce greenhouse gases, as well as the need to adapt to climate change;
 - 84% of responding participants in technical assistance activities have reported an increase in skills related to climate change mitigation and adaptation;
 - 88% of surveyed members of the Canadian Asset Management Network have reported an increase in skills related to climate adaptation and integrating climate change considerations into their asset management plans; and
 - 254 municipalities were reached by awareness-raising activities.

NEXT STEPS

- Infrastructure Canada will continue its ongoing monitoring of the program through regular Agreement Management Committee meetings to ensure a successful program closeout.
- As well, the Federation of Canadian Municipalities continues to work with successful recipients to flow funding, including final payments, under this program.
- Infrastructure Canada is conducting an evaluation which will assess the relevance, effectiveness and efficiency of the program. Once completed, the evaluation will be published online.

GREEN MUNICIPAL FUND

MANDATE

- The Green Municipal Fund is administered by the Federation of Canadian Municipalities to encourage investment in municipal environmental projects by providing grants, loans and loan guarantees.

DESCRIPTION

- The Green Municipal Fund was launched in 2000 to enhance Canadians' quality of life by supporting projects to improve air, water and soil quality and protecting the climate. The Fund was established through an initial endowment from the Government of Canada to the Federation of Canadian Municipalities. It is a revolving fund whereby the Federation of Canadian Municipalities must make strategic investments to ensure the fund's sustainability in perpetuity.
- The Green Municipal Fund is overseen by a Council that is composed of one third of members of the Government of Canada, one third from the public, academic, environment and private sectors, and the remaining membership appointed by Federation of Canadian Municipalities' National Board of Directors. Infrastructure Canada, as a signatory to the agreement, provides an official to sit as a member of the Council.
- Although the Minister of Infrastructure and Communities is a signatory to the agreement under which the Fund is administered, overall federal leadership with respect to the Fund is provided by Natural Resources Canada and Environment and Climate Change Canada. Infrastructure Canada's role is primarily limited to providing strategic advice via the participation of a departmental official on the Council.
- Potential recipients may apply for funding year-round, though offers on specific funding streams may close once the funding for specific initiatives has been fully allocated.
- Projects are ranked based on technical criteria which is reviewed by the Federation of Canadian Municipalities' peer review committee prior to being assessed by the Council.
- The Council typically meets ten times annually, with occasional *ad hoc* meetings being scheduled as required.

FUNDING

- Initially, the Government of Canada endowed the Federation of Canadian Municipalities with a total of \$550 million for this initiative through a series of budget decisions from 2000 to 2005. Budget 2016 announced \$125 million in additional funding to enhance the Fund.
- More recently, Budget 2019 provided an additional \$950 million to support energy efficiency in the built environment through a top-up to the Green Municipal Fund as follows:
 - \$350 million for Sustainable Affordable Housing Innovation;

-
- \$300 million for Community Ecoefficiency Acceleration to advance home retrofits and innovative financing mechanisms; and
 - \$300 million to fund Low Carbon Cities Canada and collaborate on Community Climate Action to improve energy efficiency in large buildings.
 - The \$950 million in additional funding from Budget 2019 has been flowed to the Federation of Canadian Municipalities by Natural Resources Canada and Environment and Climate Change Canada
 - As a revolving fund, the Government of Canada's endowment is to be managed in a financially sustainable manner as to preserve the invested capital to meet future disbursement requirements. The Federation of Canadian Municipalities is therefore responsible for ensuring that the financials of the program, including the interest generated from loans and other investments, as well as the balance of loans and grants to recipients, are carried out in such a way as to ensure the sustainability of the fund in the long-term.

CURRENT STATUS

- The Green Municipal Fund has been one of the Federation of Canadian Municipalities' flagship programs since its inception. It is well received by municipalities as it provides funding opportunities for more innovative projects than the public sector will typically fund.
- The program is currently developing a strategy for the implementation of the initiatives tied to the Budget 2019 commitment by the federal government.
- A Performance Audit and Review of the program must be carried out by the Federation of Canadian Municipalities every five years. An audit is currently being finalized and the findings will be brought forward to the Council as appropriate. As per the agreement, the audit will be made public and may also be tabled in Parliament by one of the Ministers who are signatories to the agreement. The previous audit in 2014 found no significant issues.

NEXT STEPS

- The Performance Audit and Review mandated by the agreement with the Federation of Canadian Municipalities is currently being finalized. There are no other audits or evaluations planned at this point in time.
- Infrastructure Canada will continue participating on the Council to represent the Government of Canada and provide oversight of the program.

PUBLIC TRANSIT INFRASTRUCTURE FUND AND CLEAN WATER AND WASTEWATER FUND

MANDATE

- Budget 2016 provided funding for two short-term programs: the Public Transit Infrastructure Fund, which is targeted at the rehabilitation and planning of public transit systems, and the Clean Water and Wastewater Fund, which is aimed at the rehabilitation, optimization and planning of water and wastewater related infrastructure.
- Both Funds were designed to be short funding programs focused on the rehabilitation of existing infrastructure assets by provinces, territories and municipalities in advance of investments under longer-term funding arrangements in a second phase.

DESCRIPTION

- Both Funds were launched in April 2016.
 - The Public Transit Infrastructure Fund was launched as a two-year, \$3.4 billion fund to help accelerate municipal investments to support the rehabilitation of transit systems, new capital projects, and planning and studies for future transit expansion to foster long-term transit plans.
 - The Clean Water and Wastewater Fund was launched as a two-year, \$2 billion fund for projects that contribute to the rehabilitation of both water treatment and distribution infrastructure and existing wastewater and storm water treatment systems; collection and conveyance infrastructure projects; and initiatives that improve asset management, system optimization, and planning for future upgrades to water and wastewater systems.
- Infrastructure Canada entered into contribution agreements with all provinces and territories for the delivery of the programs. Provinces and territories were responsible for identifying projects, in collaboration with municipalities, to be funded under the programs.
- Both Funds are now closed to new applications.
- Infrastructure Canada originally launched both funds with a two-year program implementation horizon. In 2018, the deadline to incur eligible costs was extended to March 31, 2020, due to requests from provinces, territories and municipalities. In June 2019, the department received authorities to further extend the deadline for eligible costs beyond March 31, 2020 for certain projects where there is a demonstrated need. Approval for future extensions could be done on a case-by-case basis.

FUNDING

Public Transit Infrastructure Fund:

Project Funding Envelope: ¹		Funding Still Available:		Projects Approved and Announced:
\$3.4 B		\$0		1194
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$1.4 B	\$1.1 B	\$876.6 M	N/A	N/A
2023-24	2024-25	2025-26	2026-27	2027-28
N/A	N/A	N/A	N/A	N/A

Clean Water and Wastewater Fund:

Project Funding Envelope: ²		Funding Still Available:		Projects Approved and Announced:
\$2.0 B		\$0		2390
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$1.1 B	\$598 M	\$317.5 M	N/A	N/A
2023-24	2024-25	2025-26	2026-27	2027-28
N/A	N/A	N/A	N/A	N/A

- Unspent funding from the Public Transit Infrastructure Fund will be transferred into the Investing in Canada Infrastructure Program's Public Transit funding stream, while unspent funding from the

^{1, 2} The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

Clean Water and Wastewater Fund will be transferred to the Investing in Canada Infrastructure Program's Green Infrastructure stream.

CURRENT STATUS

- As of March 31, 2018, no additional projects can be approved under either Fund.

Public Transit Infrastructure Fund:

- A total of 1194 projects with a federal contribution of over \$3 billion and total value of over \$6.4 billion have been approved. A total of 576 projects have already been successfully completed, which represents 48 percent of approved projects.

Clean Water and Wastewater Fund:

- A total of 2390 projects with a federal contribution of \$1.9 billion and total value of over \$3.8 billion have been approved. A total of 1222 projects have already been successfully completed, which represents 51 percent of approved projects.

NEXT STEPS

- Infrastructure Canada will continue to work with provinces and territories to identify a list of projects that would need to extend completion deadlines beyond the March 2020 deadline.
- As of November 1, 2019, provinces and territories have submitted lists of projects to the department that should be cancelled, de-scoped or extended. The department is assessing the lists of projects and will present the recommended list to the Minister of Infrastructure and Communities for approval.
- Where approved, relevant Contribution Agreements will need to be amended before March 2020 to reflect the program extension.

NEW BUILDING CANADA FUND

MANDATE

- The New Building Canada Fund, now fully committed, provides funding for provincial, territorial and municipal infrastructure projects that contribute to economic growth and prosperity, a clean environment, and stronger communities.

DESCRIPTION

- Announced in Budget 2013 and established in 2014, the Fund is comprised of two components: the Provincial-Territorial Infrastructure Component and the National Infrastructure Component.

Provincial-Territorial Infrastructure Component

- This component supports infrastructure projects of national and regional significance that contribute to economic growth, a clean environment and stronger communities. It is composed of two sub-components:
 - The National and Regional Projects, which supports medium- to large-scale infrastructure projects across fourteen categories of investment that encourage job creation and economic growth; and
 - The Small Communities Fund, which supports infrastructure projects in municipalities with fewer than 100,000 residents.
- Both of these sub-components are delivered through allocations to provinces and territories. Within their allocations, projects are prioritized by provinces and territories before being submitted to Infrastructure Canada for approval.
- In the case of the National and Regional Projects stream, individual contribution agreements are signed directly with eligible recipients for each project. Under the Small Communities Fund, a single funding agreement was signed between Infrastructure Canada and each province and territory, with the provinces and territories being responsible for entering into contribution agreements with the ultimate recipient of each project.

National Infrastructure Component

- This component supports projects of national significance that have broad public benefits with strong impacts on economic growth and productivity.
- Projects supported through this component will help to achieve one or more of the following objectives: generating or facilitating incremental economic activity; reducing potential economic disruptions or foregone economic activity; generating productivity gains for the Canadian economy; and, providing benefits that extend beyond the provinces or territories where the project would be located.

- Funding is awarded on a merit basis. Projects are submitted by proponents to Infrastructure Canada for approval. For projects selected for funding, the department enters into contribution agreements with recipients.

FUNDING

Project Funding Envelope ¹ :		Funding Still Available:		Projects Approved and Announced:
\$12.8 B		\$0		1261
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$1.7 B	\$1.6 B	\$1.9 B	\$2.2 B	\$1.8 B
2023-24	2024-25	2025-26	2026-27	2027-28
\$1.7 B	\$819.7 M	\$686.2 M	\$226 M	\$151.4 M

CURRENT STATUS

- All funding available for projects under these programs has been committed, and the department is no longer accepting additional applications.
- This program is scheduled to end in 2027-2028.

Provincial-Territorial Infrastructure Component - National Regional Projects

- A total of 286 projects with a federal contribution of \$8.5 billion and total value of over \$22 billion have been approved. A total of 48 projects have already been successfully completed, which represents 17 percent of approved projects.
- The largest categories of investment under this sub-component were highway and road projects and public transit projects.

¹ The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

Provincial-Territorial Infrastructure Component - Small Communities Fund

- A total of 966 projects with a federal contribution of \$1.48 billion and total value of over \$3.5 billion have been approved. A total of 321 projects have already been successfully completed, which represents 33 percent of approved projects.
- The largest categories of investment under this sub-component were highway and road projects and wastewater projects.

National Infrastructure Component

- A total of 9 projects with a federal contribution of \$1.6 billion and total value of over \$4.35 billion have been approved. No projects have been completed to date.
- The largest categories of investment under this component were highways and road projects and marine projects.

NEXT STEPS

- Infrastructure Canada is conducting an evaluation which will assess the relevance, effectiveness and efficiency of the program. Once completed, the evaluation will be published online.

P3 CANADA FUND

MANDATE

- The P3 Canada Fund was created to advance the public-private partnership procurement (P3) model by provinces, territories, municipalities, and First Nations in Canada.
- P3s are forms of alternative financing structures whereby governments enter into long term contracts to design, build, finance and operate and maintain (DBFOM) infrastructure of various types. Typically, governments pay the private consortium upon delivery of the asset and for making the project available over the lifespan of the asset.

DESCRIPTION

- The fully-committed P3 Canada Fund was launched in 2009 and designed to encourage inexperienced provinces, territories, municipalities and First Nations to consider P3s in public infrastructure procurements. It was the first infrastructure funding program, anywhere in Canada, that directly targeted P3s.
- The effective use of P3s, where appropriate, can improve the delivery of public infrastructure and provide better value, timeliness and accountability.
- The Fund was administered by the former Crown Corporation, PPP Canada Inc., that was dissolved at the end of March 2018 upon fulfilling its mandate, to support the development of a strong P3 market across Canada. There are now about 280 active projects, built or in process in Canada.
- Upon dissolution of PPP Canada the financial agreements for the Fund's portfolio of 24 projects were novated to the Government of Canada. Responsibility for these agreements rests with Infrastructure Canada for payment and long term support to the project proponents and government partners.
- Due to the long-term nature of the P3 model, the Fund was designed with longer-term financial agreements with recipients to monitor the project through construction and into operations and maintenance.
- The last payments under the Fund are expected in 2022-2023. Ongoing management of the program, as required by the project specific financial agreements, will end in 2047-48, 25 years after the last payment is issued.
- Infrastructure Canada is responsible for these projects and has retained appropriate project finance expertise to execute the mandate and develop synergies with Canada Infrastructure Bank projects, which represent the next evolution in P3s that involve more revenue generating and different types of contracts although still types of public-private partnerships.

FUNDING

Project Funding Envelope ¹ :		Funding Still Available:		Projects Approved:
\$1.4 B		\$0		25
Funding Profile:				
Prior to 2019-20 ²	2019-20	2020-21	2021-22	2022-23
\$114.2 M	\$344.6 M	\$303.3 M	\$0	\$53.3 M
2023-24	2024-25	2025-26	2026-27	2027-28
N/A	N/A	N/A	N/A	N/A

- The P3 Canada Fund has been fully committed with more than \$650 million still to be paid to recipients. The timing and flow of funding to recipients is linked to the completion of construction milestones.

CURRENT STATUS

- The Saint John Clean Safe Drinking Water Treatment Facility project reached substantial completion in June 2019. Infrastructure Canada anticipates two more projects to reach substantial completion in the fiscal year of 2019-20.

NEXT STEPS

- Infrastructure Canada staff will continue to support and monitor the long term contracts for the novated projects under the Fund. The Department continues the research and advocacy of promoting P3s as alternative finance models, including the new model advanced by the Canada Infrastructure Bank.

¹ The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

² The funding profile value for the years prior to 2019-20 include only disbursements made by Infrastructure Canada, not disbursements made by the Crown Corporation PPP Canada.

ANNEX A: LIST OF PROJECTS

P3 Canada Fund Project List	
Under Construction:	
Edmonton Light Rail Transit System	
Hamilton Biosolids Facility	
SW Transit Way and Pembina Highway Underpass	
Regina Bypass Road	
Tłıchq All-Season Road Project	
Biosolids Waste Energy Centre (Capital Region District) Victoria	
Unannounced Project	
Substantially Complete:	
Stoney Natural Gas Bus Maintenance Facility*	
Saint John Water Treatment Facility*	
Chief Peguis Trail Extension (Road)	
Evan Thomas Water/Wastewater plant	
Sudbury Biosolids Waste Management Facility	
BC Eastside Housing Social Housing	
North Saskatchewan River Bridge NEAHD Road	
Lincoln Station – Coquitlam Transit Station on Evergreen Line	
Barrie Transit Maintenance Facility	
Lac La Biche Wastewater Facility	
Kokish River Hydroelectric Project	
Regina Wastewater Facility	
Saskatoon Civic Operations Centre	
Go Transit East Rail Maintenance Facility	
Iqaluit International Airport Improvement Project	
Surrey Biofuels Waste Facility	
North Commuter Parkway (road) and Traffic Bridge	
Project not novated (DBF contract completed – no outstanding financial obligation)	
AMT Lachine Transit Maintenance Facility	

*Substantially complete but still have a financial obligation.

GREEN INFRASTRUCTURE FUND

MANDATE

- The Green Infrastructure Fund, announced in Budget 2009, supports environmental infrastructure projects that promote reduced greenhouse gas emissions and cleaner air, water, and land, leading to a more sustainable economy over the long term.

DESCRIPTION

- The fully-committed Fund supports investments in wastewater infrastructure, green energy generation and transmission infrastructure, solid waste infrastructure, and carbon transmission and storage infrastructure, which improve the quality of the environment and lead to a more sustainable economy over the long term.
- The Fund was established in 2009-2010 and is scheduled to wrap up in 2027-2028.
- It is a merit based program under which projects were submitted by proponents to Infrastructure Canada for approval. For projects selected for funding, the department entered into contribution agreements with recipients.

FUNDING

Project Funding Envelope ¹ :		Funding Still Available:		Projects Approved and Announced:
\$743.9 M		\$0		19
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$454.6 M	\$20.2 M	\$29.1 M	\$40.9 M	\$42.2 M
2023-24	2024-25	2025-26	2026-27	2027-28
\$42 M	\$32 M	\$32 M	\$30.6 M	\$20.7 M

¹ The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

CURRENT STATUS

- A total of 19 projects with a federal contribution of \$713.5 million and total value of over \$2.3 billion were approved. A total of 9 projects have been successfully completed so far, which represents 47 percent of approved projects.
- The largest categories of investment fall under wastewater projects and green energy projects.

NEXT STEPS

- This program provides funding for large and/or complex projects, which may require adjustments from time to time (e.g., due to scheduling delays).
- Infrastructure Canada continues to work with recipients to close out projects, including flowing final payments.

BUILDING CANADA FUND

MANDATE

- The Building Canada Fund, now fully committed, supports public infrastructure development through investments in the large-scale projects such as the core National Highway System, public transit and green energy, and small-scale municipal projects such as cultural and sport facilities.

DESCRIPTION

- Announced in Budget 2007, the Fund was allocated across provinces on a per capita basis.
- It includes three components in all provinces:
 - The Major Infrastructure Component, which was established in 2007-2008 and is scheduled to wrap up in 2024-2025;
 - The Communities Component, which was established in 2009-2010 and is scheduled to wrap up in 2020-2021; and
 - The National Infrastructure Knowledge Component, which was established in 2007-2008 and was wrapped up in 2014-2015.
- In Québec, the Fund also includes the \$200 million Large Urban Centres Component, which was established in 2009-2010 and is scheduled to wrap up in 2020-2021, but may require an extension to March 31, 2028 to allow for key projects in several municipalities to be finalized.

Major Infrastructure Component

- The Major Infrastructure Component supports large-scale, strategic infrastructure projects in the provinces. At least two-thirds of the funding is targeted to national priorities that significantly improve the lives of Canadians: water, wastewater, public transit, the core National Highway System, and green energy.
- Projects were prioritized by provinces before being submitted for approval. Individual contribution agreements were signed directly with eligible recipients for each project.
- Infrastructure Canada and Transport Canada work together to deliver this program.

Communities Component

- The Communities Component supports infrastructure projects in communities with fewer than 100,000 residents. Projects can include the construction, renewal, and enhancement of basic infrastructure such as potable water, wastewater treatment, local roads, and other infrastructure needs of small communities.
- Projects were prioritized by provinces before being submitted for approval. Individual contribution agreements were signed directly with eligible recipients for each project.

- Infrastructure Canada works with Canada's regional development agencies (Atlantic Canada Opportunities Agency, Canada Economic Development for Quebec Regions, Federal Economic Development Agency for Southern Ontario, and Western Economic Diversification) to deliver these projects.

National Infrastructure Knowledge Component

- The National Infrastructure Knowledge Component supported feasibility and planning studies on public infrastructure projects. It also supported the development and sharing of knowledge and research on infrastructure issues and projects to support policy design, program and project development, effective performance monitoring, and evaluation.
- All proposals for funding were submitted to and reviewed by Infrastructure Canada and individual contribution agreements were signed directly with eligible recipients.

Large Urban Centres Component

- In Québec, the Large Urban Centres Component was designed to help Québec's nine big cities to meet urgent infrastructure needs. Projects were prioritized by the province before being submitted for approval. Individual contribution agreements were signed directly with eligible recipients for each project.

FUNDING

Project Funding Envelope ¹ :		Funding Still Available:		Projects Approved and Announced:
\$7.8 B		\$0		1186
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$6.3 B	\$558.5 M	\$283.5 M	\$164.7 M	\$126.4 M
2023-24	2024-25	2025-26	2026-27	2027-28
\$119.9 M	\$20.7 M	N/A	N/A	N/A

¹ The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

CURRENT STATUS

- All funding under these programs has been committed and no new applications are being accepted.

Major Infrastructure Component

- A total of 201 projects with a federal contribution of \$6.6 billion and total value of over \$19.6 billion have been approved. A total of 162 projects have already been successfully completed, which represents 81 percent of the approved projects.
- The largest categories of investment fall under highway and road projects and public transit projects.

Communities Component/Large Urban Centres Component

- A total of 980 projects with a federal contribution of \$1.2 billion and a total value of over \$3.7 billion have been approved. A total of 950 projects have been successfully implemented, which represents 97 percent of the approved projects.
- The largest categories of investment fall under wastewater and drinking water projects.

National Infrastructure Knowledge Component/Research and Planning Component

- A total of 5 projects with a federal contribution of \$1 million and a total value of over \$6.6 million have been approved and successfully implemented.
- The largest category of investments fell under the Capacity Building category.

NEXT STEPS

- These programs provide funding for large and/or complex projects, which may require adjustments from time to time (e.g., due to scheduling delays).
- In cooperation with other federal delivery partners, Infrastructure Canada continues to work with recipients to complete projects, including flowing final payments.

BORDER INFRASTRUCTURE FUND AND CANADA STRATEGIC INFRASTRUCTURE FUND

MANDATE

- The Border Infrastructure Fund has contributed to the free flow of people and goods across Canada's borders. It has increased the rate of crossing for low-risk traffic while ensuring security is not comprised.
- The Canada Strategic Infrastructure Fund has contributed to economic performance and/or urban development through tourism, improvement in the quality of life and socio-economic opportunities in the North, and to innovation through improved connectivity.

DESCRIPTION

- These are Infrastructure Canada's first two funding programs, with funding that has long been fully committed.

Border Infrastructure Fund

- The Fund provides funding for investments in physical infrastructure, such as access roads, commercial vehicle processing centers, intelligent transportation systems, and highways, which contribute to the free flow of people and goods across Canada's borders.
- It was announced in Budget 2001, established in 2003-2004, and is scheduled to wrap up in 2019-2020.
- The Fund is a merit based program. Projects were submitted by proponents for approval. Individual contribution agreements were signed directly with eligible recipients for each project.
- Infrastructure Canada works with Transport Canada to deliver these projects.

Canada Strategic Infrastructure Fund

- The Fund provides funding for investments in large-scale strategic infrastructure projects that result in safe and efficient highway and rail, increased tourism, improved access to clean and safe water in communities, and increase online access, contributing to economic growth and improved quality of life.
- It was announced in Budget 2001, established in 2002-2003 and is scheduled to wrap up in 2020-2021.
- The Fund is a merit based program. Projects were submitted by proponents for approval. Individual contribution agreements were signed directly with eligible recipients for each project.
- Infrastructure Canada works with Innovation, Science and Economic Development Canada, Transport Canada and Canada's regional development agencies to deliver these projects.

FUNDING

Border Infrastructure Fund:

Project Funding Envelope ¹ :		Funding Still Available:		Projects Approved and Announced:
\$592 M		\$0		12
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$575.9 M	\$16.3 M	N/A	N/A	N/A
2023-24	2024-25	2025-26	2026-27	2027-28
N/A	N/A	N/A	N/A	N/A

Canada Strategic Infrastructure Fund:

Project Funding Envelope ² :		Funding Still Available:		Projects Approved and Announced:
\$4.7 B		\$0		91
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$4.6 B	\$31.2 M	\$5.2 M	N/A	N/A
2023-24	2024-25	2025-26	2026-27	2027-28
N/A	N/A	N/A	N/A	N/A

^{1,2} The project funding envelope reflects the total funding available for projects accounting for any program top-ups, transfers to or from other programs, or administrative costs provided to provinces, territories and Infrastructure Canada subsequent to the original program funding profile.

CURRENT STATUS

- All funding under these programs has been committed and no new applications are being accepted.

Border Infrastructure Fund

- A total of 12 projects with a federal contribution of \$592 million and total value of over \$1.3 billion, were approved. Three projects remain to be completed and are being delivered by Transport Canada.

Canada Strategic Infrastructure Fund

- A total of 91 projects with a federal contribution of \$4.7 billion and total value of over \$12.4 billion, have been approved. A total of 78 projects have been successfully completed, which represents 86 percent of the approved projects.
- Major projects funded under the Fund include the Canada line rail rapid transit system, GO Transit Barrie line Improvements, Vancouver Convention and Exhibition Centre, and a Toronto Transit Commission project.

NEXT STEPS

- These programs provide funding for large and/or complex projects, which may require adjustments from time to time (e.g., due to scheduling delays).
- In collaboration with other federal delivery partners, Infrastructure Canada is working with recipients to complete projects, including flowing final payments.

RESEARCH AND KNOWLEDGE INITIATIVE

MANDATE

- The Research and Knowledge Initiative aims to build external capacity to enhance the evidence base and strengthen knowledge on infrastructure and communities in Canada.

DESCRIPTION


- The Initiative is a merit-based contribution funding program designed to fund research and data projects that generate new knowledge, advance thinking on key issues, and disseminate data and research outcomes broadly to infrastructure stakeholders so as to support evidence-based decision-making.
- The program is designed to build data and research capacity across a wide range of infrastructure-related areas. The first competitive call will solicit proposals for projects that explore the linkages between public transit investment and social/community benefits.
-
- Generally, projects will be solicited competitively through open calls for proposals. However, the program terms and conditions do allow for targeted calls, as well as consideration of unsolicited proposals, when an open call approach has not yielded sufficient quantity and quality of project proposals. Final selection of project proposals that meet the programs requirements is made by the Minister of Infrastructure and Communities.

FUNDING

Program Allocation:		Funding Still Available:		Projects Approved and Announced:
\$10 M		\$7 M		1
Funding Profile:				
Prior to 2019-20	2019-20	2020-21	2021-22	2022-23
\$0	\$2 M	\$2.5 M	\$2.3 M	\$1.8 M
2023-24	2024-25	2025-26	2026-27	2027-28
\$1.5 M	N/A	N/A	N/A	N/A

- The Initiative has \$10 million in funding over five years.

CURRENT STATUS

- The Initiative has funded the Data for Canadian Cities Pilot Project (\$3 million over three years), being implemented by the World Council on City Data. This project will see the adoption of a recognized data standard in fifteen cities across Canada that measures municipal performance, including delivery of city services and quality of life. The pilot project aims to improve municipal data capacity through use of standardized data that will enable benchmarking among participating cities in Canada and worldwide.
 - In addition, an open and competitive call for proposals is planned for 2020. This will be an opportunity to enable projects to convene thought-leaders and stakeholders, build multi-sectoral partnerships, and generate outcomes that support better decision-making on infrastructure and community building issues across Canada.
 - An additional \$15 million remains in the fiscal framework for a program to support data and research capacity building, consistent with the department's overall strategy in this area.
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NEXT STEPS

- An open and competitive call is planned for 2020.

CLIMATE-RESILIENT BUILDINGS AND CORE PUBLIC INFRASTRUCTURE INITIATIVE

MANDATE

- The Climate-Resilient Buildings and Core Public Infrastructure Initiative aims to support the rehabilitation and design of new buildings and public infrastructure to ensure their performance under the impacts of climate change.

DESCRIPTION

- Infrastructure Canada is providing funding to the National Research Council to deliver this five year initiative. The National Research Council is developing data, guidelines, standards, and specifications to inform potential changes to building codes in Canada.
- Canada's building codes have been developed using climate data that is decades out of date. To keep pace with the realities presented by a changing climate, such as extreme weather, they need to be updated.
- This program began in 2016 and is scheduled to end in March 2021.

FUNDING

- Infrastructure Canada is providing \$42.5 million over 5 years (2016-2021) to the National Research Council.

CURRENT STATUS

- Work has been completed or is ongoing in many projects:
 - 28 sections of the National Master Specification have been updated to include new requirements for climate resilience of buildings;
 - Updates have been made to the Canadian Highway Bridge Design Code and the 2020 National Building Code;
 - Four new CSA standards related to flooding have been published;
 - A National Wildland Urban Interface Guide/Code is in development;
 - Three new standards on resilient buildings have been completed, and progress has been made on developing guidelines for the prevention of overheating in buildings;
 - Research is being done on the impacts of climate change on flexible road performance, semi-rigid pavements, and the effect of temperature on light rail tracks;
 - Three major projects were launched to develop guidance for storm sewers, water supply systems, and sanitary sewer systems in a changing climate; and

-
- A framework for integrating climate change impacts into lifecycle assessments is being developed and a National Life Cycle Inventory database is being developed.

NEXT STEPS

- The primary area of focus going forward is to increase awareness of the new guidelines, standards, and codes to improve their adoption by provinces, territories and communities across Canada.

INFRASTRUCTURE DATA INITIATIVES

MANDATE

- Infrastructure Canada seeks to enable the use of data and research in decision-making and to cultivate innovative ideas and practices. As such, the department has been working to improve the availability of infrastructure-related data and analysis to help support a more evidence- and results-based approach to infrastructure programming.

DESCRIPTION

- Data and evidence are the basis for making sound investments in infrastructure. Understanding the state and condition of infrastructure assets supports decision-makers in prioritizing investments and understanding their benefits.
- Initial activity has focused on the development of baseline data for measuring the state and condition of public infrastructure as well as the public and private economic contributions of infrastructure construction in Canada.

FUNDING

- Infrastructure Canada has been allocated \$25 million in funding over 10 years for data. Currently, nearly \$8.5 million has been committed between 2016-17 and 2019-20, with much of this funding associated with our data work with Statistics Canada.

CURRENT STATUS

- Infrastructure Canada is working in collaboration with Statistics Canada and other organizations to ensure the provision of high quality, timely, and nationally consistent data that is available to all levels of government.
- Infrastructure Canada also continues to develop and enhance tools and analytical systems to measure and assess public and private infrastructure in Canada.
- **Canada's Core Public Infrastructure (CCPI)** survey examined the stock, condition and performance of Canada's publicly-owned infrastructure assets in 2016. The results of this survey were released in 2018 and are being used by academia.
 - The 2018 CCPI survey will be launched by Statistics Canada in the fall of 2019. In order to ensure success, survey work included significant engagement with key stakeholders, such as provinces and territories, in order to ensure greater buy-in to the survey results going forward.
- **The Infrastructure Economic Account (INFEA)** provides data that quantifies the economic contribution of the construction of public and private infrastructure in the Canadian

economy. INFEA measures the impact of infrastructure investment on the economy, environment and society to provide comparable national and sub-national infrastructure statistics.

- The first phase focuses on economic indicators, including the growth in infrastructure investment, the link between infrastructure capital investment and economic growth and jobs directly and indirectly related to infrastructure construction.
- Future phases will build in environmental and social indicators, including greenhouse gas emissions attributable to the construction of infrastructure, and social indicators on infrastructure accessibility and proximity indicators.
- The enhanced **Capital and Repair Expenditures (CAPEX)** survey, which will allow Infrastructure Canada to answer questions regarding the level of infrastructure investment made by various levels of government, in both the private and public sectors.
 - The enhanced CAPEX survey was launched by Statistics Canada in 2019 and results will be available in early 2020.

NEXT STEPS

- The 2018 CCPI survey will be launched by Statistics Canada in the fall of 2019.
- The enhanced CAPEX survey was launched by Statistics Canada in 2019 and results will be available in early 2020.

GORDIE HOWE INTERNATIONAL BRIDGE PROJECT

MANDATE

- The Gordie Howe International Bridge Project is a nation-building project that will provide redundancy at Canada's busiest surface trade corridor with the U.S. It will also provide additional capacity to accommodate future traffic growth, increase trade, and create thousands of jobs and long-term economic opportunities in Canada and the United States.

DESCRIPTION

- The Gordie Howe International Bridge Project is located between Windsor, Ontario and Detroit, Michigan. The bridge and ports of entry, which are currently under construction, will be jointly owned by the Government of Canada and the State of Michigan.
- In 2012, Canada and Michigan entered into a Crossing Agreement to establish a new international crossing at the Canada/U.S. border between Windsor, Ontario and Detroit, Michigan through a public-private partnership.
- The Windsor-Detroit Bridge Authority is the Crown Corporation responsible for the delivery of the crossing. It was created by Letters Patent pursuant to the *International Bridges and Tunnels Act* and is accountable to Parliament through the Minister of Infrastructure and Communities.
- The Project will consist of four components: a six-lane cable-stayed bridge between Windsor and Detroit; a Canadian Port of Entry; a U.S. Port of Entry; and an interchange connecting the U.S. Port of Entry to Interstate 75 (I-75).
- The Project is being delivered through a public-private partnership. The Windsor-Detroit Bridge Authority has entered into a contract with a private-sector partner responsible to design, build, finance, operate and maintain the four components. However, Michigan will be responsible for the I-75 Interchange once completed.
- The private-sector partner, Bridging North America, is a consortium made up of ACS Infrastructure Canada INC., Dragados Canada Inc., Fluor Canada Ltd., AECON, AECOM, RBC Dominion Securities Inc., Carlos Fernandez Casado and FHECOR Ingenieros Consultores, S.A., Moriyama & Teshima, Smith-Miller+Hawkinson Architects.
- A robust project governance and reporting regime is in place during the construction phase to oversee construction. The Minister of Infrastructure and Communities is required to provide Quarterly Reports to the President of the Treasury Board.
- The Crossing Agreement established an International Authority as a joint Canada-Michigan governance entity to monitor and oversee compliance with the Crossing Agreement and Project Agreement with the private-sector partner.

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- The Project is located on the Traditional Territory of Walpole Island First Nation and they have potential treaty rights to hunt, fish and trap in this area. As such, the Crown has a legal duty to consult and, where appropriate, to accommodate. The Windsor-Detroit Bridge Authority maintains outreach with two local Indigenous groups, Walpole Island First Nation and Caldwell First Nation, which have expressed interest in the Project.
 - In August 2017, the Government of Canada gave conditional approval to the Canadian Transit Company's application to build a replacement six-lane international bridge immediately west of the existing Ambassador Bridge. The conditions of the approval include dismantling the existing bridge once the replacement bridge opens.
 - The owner of the Ambassador Bridge is currently involved in active litigation against the State of Michigan aimed at blocking the Gordie Howe International Bridge Project, which is currently before the Michigan Court of Appeal.
 - Completion of the Project is expected to occur in December 2024. It will be followed by a 30 year concession period, which will be managed by the Windsor-Detroit Bridge Authority.

FUNDING

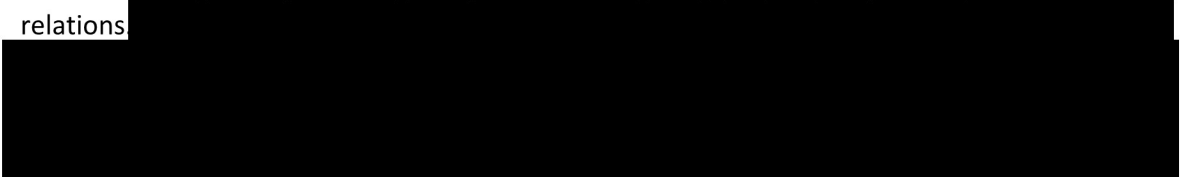
- On September 28, 2018, the Windsor-Detroit Bridge Authority announced the signature of a \$5.7 billion contract, or "Project Agreement" with Bridging North America to design, build, finance, operate and maintain the crossing throughout the 30-year concession period.
- The Government of Canada is funding the project with costs to be recouped from future toll revenue. Michigan will only begin receiving toll revenue from the operation of the crossing once all costs related to the project have been recouped by Canada.

CURRENT STATUS

- The construction phase officially began in October 2018 and the crossing is expected to be open to traffic by the end of 2024. Current activities focus on design, utilities relocations, as well as geotechnical, foundational and other preparatory work. All properties needed for the project have been acquired on the Canadian side (by Infrastructure Canada) while less than 1% remain to be acquired on the U.S. side, which the Michigan Department of Transportation is responsible for, with all costs paid for by Canada.
- Infrastructure Canada is responsible for supporting the Windsor-Detroit Bridge Authority as it advances construction, including to ensure the Project continues to comply with government direction, including duty to consult, and with the 2012 Canada-Michigan Crossing Agreement.
- On May 2, 2019, the Minister of Infrastructure and Communities and the Governor of Michigan issued a joint statement highlighting Canada and Michigan's strong commitment to the Project.
- On June 14, 2019, the Windsor-Detroit Bridge Authority and Bridging North America unveiled a comprehensive and robust Community Benefits Plan for the Project which will be delivered by Bridging North America over the course of the construction phase. The Community Benefits Plan has

a workforce development component with employment, training, and educational opportunities, as well as a neighbourhood infrastructure component that will make aesthetic and functional improvements to local communities.

NEXT STEPS

- The Windsor-Detroit Bridge Authority will continue to provide regular updates throughout the construction phase of the Project with key updates such as design and construction progress, contract management, risk mitigation, use of contingency, property acquisition, and stakeholder relations
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SAMUEL DE CHAMPLAIN BRIDGE

MANDATE

- The Samuel De Champlain Bridge is located in Montréal, Québec. The Samuel De Champlain Bridge Corridor Project, one of the largest infrastructure projects in North America, consists of a new bridge crossing the St. Lawrence, a new Île-des-Sœurs Bridge, and reconstruction and widening of the federal portion of Autoroute 15. The new Samuel De Champlain Bridge, which opened to traffic earlier this year, replaces one of the busiest bridges in Canada that carried approximately \$20 billion in international trade per year. The adjacent corridor provides a crucial commuter and commercial link to the Montréal area, the province of Québec, and to Canada's economy.

DESCRIPTION

- The new Samuel De Champlain Bridge fully opened to traffic on July 1, 2019. The Île-des-Sœurs Bridge officially opened to traffic in both directions on November 12, 2018. The rest of the project will be complete in late 2019.
- An integrated project team is in place to manage this project, including Infrastructure Canada, which is responsible for the delivery of the project, Public Services and Procurement Canada as contracting authority, and Justice Canada as legal advisor.
- The project is being delivered through a public-private partnership (P3).
- In June 2015, a contract (Project Agreement) was signed between the Government of Canada and Signature on the Saint Lawrence Group, a consortium of companies led by SNC Lavalin, ACS, and Hochtief.
- In July 2016, the Government of Québec confirmed that a light rail transit system under the authority of CDPQ Infra, the Réseau express métropolitain, would use the new bridge's dedicated transit corridor.
- From the outset of the project, the Government of Canada implemented rigorous quality control and oversight mechanisms and has closely monitored construction to ensure the contract's requirements are met. This rigorous oversight will help ensure the bridge's safe and efficient operation for the next 125 years.
- Infrastructure Canada has worked closely with a wide variety of stakeholders on the project. Stakeholders including the Signature on the Saint Lawrence Group, the Government of Québec, the Cities of Montréal and Brossard, CDPQ Infra, Vélo Québec, local and regional transportation organizations, and the general public (for example, through good neighborly relations committees through which local communities were advised and consulted on the project).

FUNDING

- On June 19, 2015, the Government of Canada announced that the total cost of the project would be \$4.239 billion. From this amount, the initial contract between the Government of Canada and the

Signature on the Saint Lawrence Group is valued at \$3.977 billion and covers the construction period as well as a 30-year operation, maintenance and rehabilitation period.

- The Signature on the Saint Lawrence Group will receive an additional \$235 million as per a settlement agreement announced on April 13, 2018 to resolve claims related to the transport of heavy material to the site.
- The Signature on the Saint Lawrence Group will also receive an additional \$33.6 million for changes and unforeseen events that Canada has a legal obligation to pay under the contractual agreement.

CURRENT STATUS

- The Samuel De Champlain Bridge opened to traffic in two phases on June 24 and July 1, 2019.
- Although the substantial completion date for the corridor was set for October 31, 2019, construction is expected to continue past that date, with outstanding components brought online over the next several months.
- Claims submitted by the Signature on the Saint Lawrence Group as a result of events which occurred during construction, such as a crane operators strike, are still outstanding. The contract includes various mechanisms under the dispute resolution procedure through which these claims can be settled but there is still a risk that some claims could end up in court. Experts retained by Infrastructure Canada are in the process of completing a retrospective analysis, which will help determine the impacts of various events on the project schedule.
- While construction continues on the corridor, the project has entered a “transition period,” from the opening of the Samuel De Champlain Bridge to the period where operation and maintenance activities have stabilized.
- Implementation of the Réseau express métropolitain in the central corridor will require close, ongoing collaboration between Infrastructure Canada, CDPQ Infra, and the Signature on the Saint Lawrence Group.
- Planning for the deconstruction of the former Champlain Bridge is underway by the Jacques Cartier Champlain Bridges Incorporated, which is a Crown Corporation within the Infrastructure Canada portfolio.

NEXT STEPS

- Construction on the highway connections are due to be completed in fall 2019.
- The full operation, maintenance, and rehabilitation phase of the project is expected to begin upon substantial completion of the corridor and will run until 2049 as outlined in the contract.
- Work with the CDPQ Infra and the Signature on the Saint Lawrence Group on Réseau express métropolitain implementation will continue well into 2021-22.

CANADA INFRASTRUCTURE BANK

MANDATE

- The Canada Infrastructure Bank (CIB) is a Crown corporation with a mandate to use federal support to attract private sector and institutional investment into new, revenue-generating infrastructure projects.
- The CIB provides advisory and capacity building support to governments on large, complex projects involving the private sector, and demonstrates how revenue models and user pricing can be used to help crowd in private capital to make public dollars go further.

DESCRIPTION

- Operational since late 2017, the CIB has a commercially-oriented mandate in structuring and managing investments and providing advice through its investment and advisory business lines. The CIB is establishing itself as a centre of expertise on complex public-private transactions. The CIB is also building up data and information capacity to support more evidence based decision making and planning, particularly around what models are best for particular assets.
- The Government of Canada has designed the CIB as a Crown corporation to operate at arm's length with a board of directors, allowing it to act more commercially, like a merchant or investment bank in executing transactions. The Board approves investment terms, pricing, and structures on projects that can be executed. The Government has a role in setting priorities and the early review of the CIB's determination of projects that are in the public interest.
- The CIB will focus its investments in key priority areas:
 - Public transit;
 - Trade and transportation corridors;
 - Green infrastructure; and
 - Broadband.
- The CIB uses financial instruments including loans, equity, and, where appropriate, loan guarantees to deliver federal support to projects in the public interest to make them commercially viable and crowd-in private investment.
- With most public infrastructure in Canada funded from general tax revenues, the CIB was designed to help reduce the fiscal pressure on governments by advancing more user and beneficiary pricing models to fund infrastructure so that more private investment can be brought into longer term, public oriented projects.
- The CIB model provides an alternative to traditional contribution funding as well as traditional public-private partnerships (P3s), both of which are based on public funding of infrastructure. This

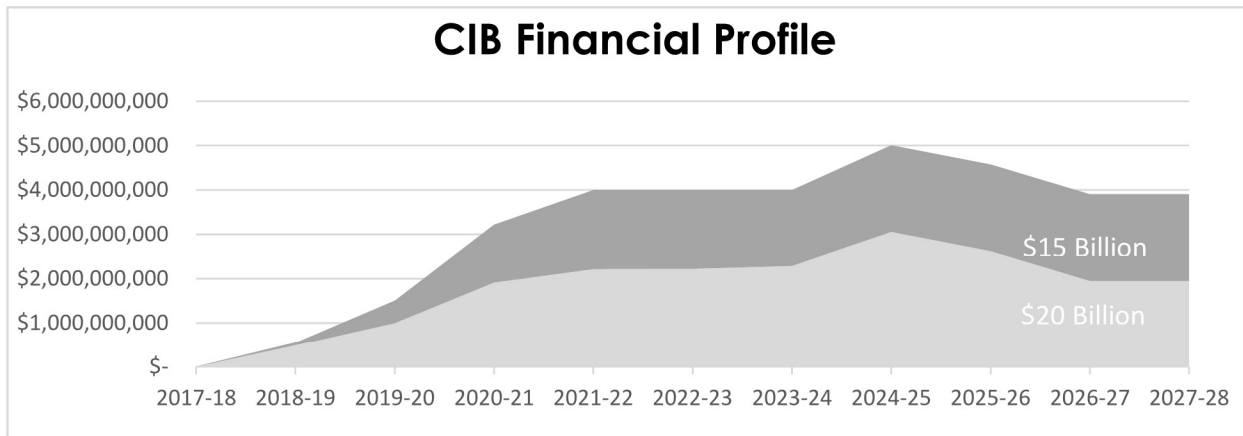
new partnership model allows for projects that produce revenue to cover all or part of asset construction or operation to use that revenue to fund the asset in place of government funding.

- Projects that have revenue attached to them create business models that allow for the private sector to invest in projects and absorb more risk as well as create opportunities to invest equity as well as debt into projects.
- The CIB model allows the private sector to assume additional risks, beyond construction, to usage or revenue, thereby relating financial returns to project usage and revenue risk. The model aims to crowd-in and mobilize private and institutional capital, encouraging a deeper relationship and the potential for joint ownership of assets with the private sector.
- There are already projects that produce revenue such as certain roads, bridges, water treatment facilities, or public transit that now could be structured differently with more innovative financing to allow more infrastructure to be built without the same burden on taxpayers.

FUNDING

Total Funding Envelope of Program		Total Investment Commitments for Projects:		Total Number of Project Investment Commitments:
\$35 B		\$3.3 B		3
Flow of Funding (Federal Funding Profile*):				
Prior to 2019-20	2019-20	2020-21	2021-22	
\$563.6 M	\$1.6 B	\$3.3 B	\$4.0 B	
2022-23	2023-24	2024-25 to 2027-28		
\$4.1 B	\$4.1 B	\$17.5 B		

*refers to anticipated funding profiles in future years and includes operating and capital budgets.



- As part of the *Investing in Canada Plan*, the CIB will invest \$35 billion over 11 years. Of this funding envelope, \$15 billion is to be used to catalyse innovative approaches to infrastructure funding as concessional financing, or under-market lending or potential risk capital, to bring governments and private investors together on projects suited for these types of partnerships, including revenue models.
- The CIB's funds have been profiled in the fiscal framework over five years.
- Treasury Board approves the CIB's annual operating and capital budgets.
- As the CIB is legislatively appropriated, the CIB's appropriations are held in the Consolidated Revenue Fund and the CIB requests drawdowns from the Department of Finance as required for its operating and capital needs.
- The nature of the CIB's financial transactions are complicated and may be long-term or involve complex due diligence, and a mix of public grant capital as well as investment capital depending on the project.
- The objective is for less public money to be used to build new infrastructure and to leverage or deploy new revenue models where it makes sense for beneficiaries to pay more of the costs, thus relieving the burden on taxpayers.
- Bringing private partners into structures will bring capital as well as expertise to build and maintain projects, promote innovation and efficiency through appropriate risk sharing, and transfer risk to the private sector.

CURRENT STATUS

- The CIB is operational across Canada with headquarters in Toronto. It currently has a staff of about 45 people, and continues to grow as it expands its business lines. The CIB is further advanced in its investment business line buildout than its advisory and data and information roles. Its business lines are meant to be mutually reinforcing to advise, inform, and invest.
- To date, the CIB's total capital commitments for projects is approximately \$3.3 billion. This includes:
 - \$1.283 billion for Réseau express métropolitain;

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- \$2 billion for the GO Expansion On Corridor project; and
 - up to \$20 million for the Mapleton Water and Wastewater project.
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- The CIB has also committed to provide \$55 million over two years for a joint project office with VIA Rail to undertake due diligence and advisory work for the High Frequency Rail project, with \$15 million of this coming out of its 2019-20 operating budget.
 - The CIB has been engaged in other potential projects but the long term financial commitments have not yet been determined. Many large, complex projects take time to evolve with long lead times in planning.

NEXT STEPS

- There is one vacant director position on the CIB Board, and two terms ending in November 2019.
- Work is underway to streamline the project review process with the Government regarding CIB proposed projects through its Corporate Plan.

ANNEX A: INVESTMENT AND ADVISORY COMMITMENTS

Réseau Express Métropolitain (Montréal, QC; Total Cost: \$6.3 billion; CIB Investment: \$1.283 billion)

- The Réseau express métropolitain (REM) project involves construction of a new automated light-rail train network serving the greater Montréal area. It will include 26 stations and span 67 km of tracks, almost doubling the current metro network, which is 71 km long.
- In February 2019, the CIB announced its investment commitment of \$1.283 billion to the project in the form of debt.
- To date, the CIB has paid \$779 million for REM payments.
- The project is currently under construction. The estimated construction completion date is summer 2021.

GO Expansion – On Corridor (Greater Toronto and Hamilton Area, ON; Total Cost: \$16.8 billion; CIB Investment: \$2 billion)

- The GO Expansion – On Corridor project will extend frequent two-way all-day service across the Greater Toronto and Hamilton Area. It represents the largest infrastructure program ever undertaken by the Government of Ontario.
- In June 2019, the CIB announced its investment commitment of up to \$2 billion to the project in the form of debt, which will be structured as stapled financing to replace the provincial funding. The actual amount of full financing is unknown until financial close.
- The project is currently in procurement. The estimated construction completion date is 2028.

Mapleton Water and Wastewater (Mapleton, ON; Total Cost: \$15-30 million; CIB Investment: \$20 million)

- The Township of Mapleton is procuring a partner to design, build, finance, operate and maintain the municipality's new and existing water and wastewater infrastructure for up to 20 years.
- In July 2019, the CIB made an investment commitment of up to \$20 million to the project in the form of debt. This is a pilot project for the CIB to demonstrate new models for structuring, financing and bundling smaller municipal water and wastewater projects.
- The project is currently in procurement. The construction timeline is to be finalized.

VIA Rail High Frequency Rail (ON & QC; Total Cost: \$6 billion, CIB Advisory Commitment: \$55 million)

- The proposed High Frequency Rail (HFR) project involves building dedicated passenger tracks along the Toronto-Ottawa-Montreal-Quebec City corridor and purchasing new trains to provide service along the route.
- In June 2019, the CIB publicly announced its partnership with VIA Rail and Government of Canada to establish a Joint Project Office to undertake de-risking activities for the VIA Rail HFR project. As part of the initiative, the CIB will provide \$55 million to support the project's due diligence, financial

advisory services and help fully develop the proposed project's scope of work. Potential future CIB investment in the project will depend on the project's alignment with the CIB mandate.

- The project is currently in the planning stage.

Lulu Island District Energy (Richmond, BC; Total Cost: TBD; CIB Advisory)

- The proposed project involves expanding the City of Richmond's current district energy systems from 3.6 million sq. ft. to more than 4.7 million sq. ft. over time.
- In August 2019, the CIB publicly announced the signing of a Memorandum of Understanding with the Lulu Island Energy Company.
- The project is currently at planning stage.

Contrecoeur Port Expansion (Montréal, QC; Total Cost: TBD; CIB Advisory)

- The proposed project involves the construction of a 1.15M TEU container terminal on Montreal Port Authority land in Contrecoeur.
- In August 2019, the CIB publicly announced the signing of a Memorandum of Understanding with the Montreal Port Authority.
- The project is currently waiting for permits with an estimated construction start of 2020.

Taltson Hydroelectricity Expansion (Northwest Territories; Total Cost: TBD; CIB Advisory)

- The Government of Northwest Territories has two isolated electricity transmission systems to service the North Slave (Snare Grid) and South Slave (Taltson Grid) regions.
- The Government of Northwest Territories plans to expand the existing Taltson generating station by constructing a new 60 megawatt, clean energy hydroelectric facility and 270 kilometres of transmission lines to connect the two electrical systems.
- The CIB announced their advisory services engagement on the proposed Taltson Hydroelectricity Expansion Project.
- The CIB will assist the Government of Northwest Territories in developing the project's financial structure and business case.

TORONTO WATERFRONT REVITALIZATION INITIATIVE

MANDATE

- The Toronto Waterfront Revitalization Initiative is designed to jointly develop a major piece of undeveloped or underdeveloped property in Canada, with sufficient challenges and shared interests that warrants close coordination among the city, province and federal governments.
- The Waterfront Toronto Corporation was created in 2001 as an independent legal entity under the *Ontario Business Corporations Act* with the objective of supporting revitalization efforts. The Minister of Infrastructure and Communities is the designated representative for Canada and appoints four board members, and the department provides support and coordination with other government partners.

DESCRIPTION

- Waterfront Toronto allows three orders of government to work together to foster innovative approaches to waterfront revitalization, where each government has overlapping interests. Recent projects and development over past decade has used both traditional infrastructure funding as well as alternative financing and private sector partnerships to advance commercial and community projects.
- Two major new projects are currently underway, namely the smaller but high profile Quayside project with Sidewalk Labs, as well as one of North America's largest urban civil works programs to remediate and provide flood protection to the wider port lands.
- The 12-acre waterfront site is targeted to focus of ways to explore and test scalable ways of bringing together technology, planning and smart city development to address pressing urban challenges and seize economic opportunities. Beyond Quayside, unlocking the future value of the wider Port Lands and surrounding geography is expected to attract new private and public investment, allowing for the redevelopment of a vital part of the city.
- Tri-government funding of over \$1 billion for flood mitigation and land reclamation around the 880 acre Port Lands area, for example, is transforming and de-risking underutilized, industrialized lands into public and green space, while providing upgrades to critical infrastructure such as roads, bridges and water systems.
- The increasingly integrated nature of building next generation communities raise implications not previously associated with traditional infrastructure and urban development, including but not limited to privacy and data governance.
- As non-traditional, future-oriented infrastructure initiatives continue to emerge, Infrastructure Canada can play an important role in building a cohesive cross-federal government approach that balances innovation with the public interest.

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- Waterfront Toronto was continued as a corporation pursuant to the Toronto Waterfront Revitalization Corporation Act, 2002 and deemed not a Crown Agent.
 - Waterfront Toronto is led by a CEO and is overseen by an independent board of directors appointed by the three orders of government. The Minister of Infrastructure and Communities is responsible for appointing up to four of these board members. Government partners together may also jointly appoint the Board Chair.
 - The Deputy Minister of Infrastructure and Communities sits as a member on an Intergovernmental Steering Committee which serves as an executive level focal point for intergovernmental management and coordination on matters related to the Initiative.
 - Infrastructure Canada's Assistant Deputy Minister, Investment, Partnerships and Innovation provides support to the Deputy Minister and oversees a secretariat that coordinates activities around Waterfront Toronto, including engaging other federal departments as well as interacting with other government officials from Toronto and Ontario as well as management of the corporation.

FUNDING

- Waterfront Toronto is able to generate revenues through their own activities, principally land sales from land donated by the City or the Province. These funds are used to further support the Initiative.
- The Government of Canada does not provide ongoing funding for the Waterfront Toronto Corporation or the Initiative, but may do so for specific projects. Previous federal funding dedicated to specific projects has been exhausted.
- Phase I of the Initiative began in October 2000 in anticipation of a potential bid for the 2008 Olympics. Under this phase, governments provided \$500 million each for projects focused on the Central Waterfront, East Bayfront and the West Don Lands. Federal administration of these contributions ended on March 31, 2014.
- In June 2017, the three governments announced a combined \$1.25 billion in funding for a new Port Lands Flood Protection and Enabling Infrastructure Project and the Cherry Street Stormwater and Lake Filling Project.
- For its part, the federal government provided some \$384 million for the Port Lands Flood Protection and Enabling Infrastructure Project and \$32.5 million for the Cherry Street and Lakefilling project (which is funded under the Clean Water and Wastewater Fund). Infrastructure Canada will continue to administer this tranche of federal funding to Waterfront Toronto up until 2024.

CURRENT STATUS

- Infrastructure Canada officials continue to meet regularly with Waterfront Toronto representatives through a specific Port Lands Oversight Committee to review progress on the project. Work on the project is progressing on schedule and Waterfront has commenced site mobilization.

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- Sidewalk Labs' Draft *Master Innovation and Development Plan* was released in June 2019 and Waterfront Toronto has been consulting with the public and external experts on its contents as part of a more formal evaluation process that will unfold this fall/winter.
 - Infrastructure Canada officials been monitoring developments and, where appropriate, seeking views and expertise of other federal departments as warranted, and engaging collaboratively with other partners in Waterfront, although this is a negotiation between Waterfront and Sidewalk Labs and ultimately a decision of Waterfront Board of Directors.
 - No federal funds have been committed to the proposed Quayside project; however, there are many policy and program issues that require federal engagement.

NEXT STEPS

- The Cherry Street Project is over 73% complete and forecasting to complete on budget, with project completion forecasted for December 2019. The Portlands project is slated for completion in 2024.
- On Quayside, governments will be formally engaged by Waterfront Toronto after the Board has considered the *Master Innovation and Development Plan* in March 2020. Officials will provide support to the corporation management as needed depending on nature of issues and need for information sharing and consultation.
- As the *Master Innovation and Development Plan* is just a proposal, any elements that ultimately move forward for implementation will be subject to multiple City approvals and provincial/federal laws and regulations, with governments making decisions related to their respective jurisdiction.

WINDSOR DETROIT BRIDGE AUTHORITY

MANDATE

- The Windsor-Detroit Bridge Authority is a Crown corporation with a mandate to oversee construction and operation of the Gordie Howe International Bridge project, between Windsor, Ontario and Detroit, Michigan, through a public-private partnership.

DESCRIPTION

- The Windsor-Detroit Bridge Authority is delivering the Gordie Howe International Bridge project via a public-private partnership and is responsible for project oversight of the private-sector-partner, Bridging North America, during construction and operation.
- In 2012, Canada and Michigan entered into a Crossing Agreement to establish a new international crossing at the Canada/U.S. border between Windsor, Ontario and Detroit, Michigan through a public-private partnership and included the creation of a Crossing Authority.
- The Crossing Authority, since established as the Windsor-Detroit Bridge Authority in 2012, was created by way of Letters Patent on the recommendation of the Minister of Transport pursuant to the *International Bridges and Tunnels Act*.
- Governance responsibilities for the Windsor-Detroit Bridge Authority are shared between the Minister of Infrastructure and Communities and the Minister of Transport. The Minister of Infrastructure and Communities is responsible for the *Bridge to Strengthen Trade Act* and for ensuring that the Windsor-Detroit Bridge Authority successfully fulfills its mandate in accordance with the Crossing Agreement.
- The Minister of Transport is responsible for the *International Bridges and Tunnels Act* pursuant to which the Windsor-Detroit Bridge Authority was created and its Letters Patent were issued. In practice, this means the Minister of Transport's approval is required in order to make fundamental changes to the Windsor-Detroit Bridge Authority's governance structure, such as the composition of its Board of Directors.
- The Windsor-Detroit Bridge Authority is accountable to Parliament through the Minister of Infrastructure and Communities and is subject to the Crown corporation regime established under Part X of the *Financial Administration Act*.
- The Windsor-Detroit Bridge Authority Board of Directors consists of up to nine Board members, including the Chairperson and the Chief Executive Officer (CEO). Seven Board members can be appointed by the Minister of Infrastructure and Communities with the approval of the Governor in Council while the Chairperson and CEO are appointed by the Governor in Council. The Windsor-Detroit Bridge Authority Board of Directors has no current vacancies and no terms are set to expire before October 2021.

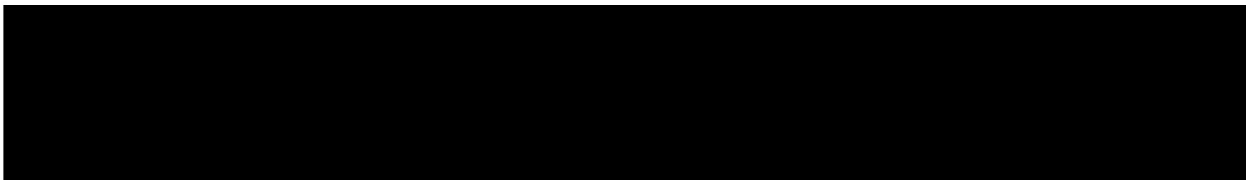
FUNDING

- The Windsor-Detroit Bridge Authority is a fully appropriated Crown Corporation. The Authority produces a Corporate Plan annually which outlines the Corporations activities and budget for the year. The Corporate Plan is approved yearly by the Minister of Infrastructure and Communities as well as Treasury Board, which enables the Windsor-Detroit Bridge Authority to access funding.
- On September 28, 2018, the Windsor-Detroit Bridge Authority announced the signature of a \$5.7 billion contract, or “Project Agreement” with Bridging North America to design, build, finance, operate and maintain the crossing throughout the 30-year concession period.

CURRENT STATUS

- Infrastructure Canada is the lead federal department for the project and is responsible for providing overall project oversight whilst supporting the Windsor-Detroit Bridge Authority as it advances construction, including to ensure the Project continues to comply with government direction, including duty to consult, and with the 2012 Canada-Michigan Crossing Agreement.
- The Windsor-Detroit Bridge Authority is currently overseeing the project into the second year of a six year construction phase. Design activities and other early works by Bridging North America are well underway under the supervision of the Windsor-Detroit Bridge Authority.

NEXT STEPS



JACQUES CARTIER AND CHAMPLAIN BRIDGES INCORPORATED

MANDATE

- The Jacques Cartier and Champlain Bridges Incorporated is an agent Crown Corporation responsible for federal Montreal bridges and related structures, with the exception of the Samuel De Champlain Bridge. These structures play a vital role in the regional transportation system and economy.

DESCRIPTION

- The Jacques Cartier and Champlain Bridges Incorporated was established on November 3, 1978, under the *Canada Business Corporations Act* and was a wholly owned subsidiary of the St. Lawrence Seaway Authority until September 30, 1998. On October 1, 1998, it became a wholly owned subsidiary of the Federal Bridge Corporation Limited. On February 13, 2014, the Jacques Cartier and Champlain Bridges Incorporated became a parent Crown Corporation accountable to Parliament through the Minister of Infrastructure and Communities.
- The federal Montreal bridges represent the only instance in Canada where the federal government is responsible for bridges found entirely within one province. Such structures would normally fall under provincial responsibility, but they are currently under federal ownership because Canada built them and retained them over the years. As the old Champlain Bridge was part of the Jacques Cartier and Champlain Bridges Incorporated portfolio, the Corporation is responsible for its deconstruction.
- The geographic location of all infrastructure assets managed by the Jacques Cartier and Champlain Bridges Incorporated, including the deconstruction of the old Champlain Bridge, can be found in Annex A.

FUNDING

- The Jacques Cartier and Champlain Bridges Incorporated is entirely dependent on parliamentary appropriations and would require the approval of Parliament to borrow money.
- Budget 2018 allocated \$615,957,000 to the Jacques Cartier and Champlain Bridges Incorporated over a five-year period, from fiscal years 2018-2019 to 2022-2023, for the repair, maintenance and operation of all of its infrastructure assets in Montréal.
- Some special initiatives have also received separate funding:
 - \$425,600,000 has been allocated for the deconstruction of the old Champlain Bridge project. This funding is over a four-year period, starting in 2018-2019.
 - Budget 2019 allocated \$49.67M to the Jacques Cartier and Champlain Bridges Incorporated as part of the funding for the Federal Contaminated Sites Action Plan. This funding is over a five year period starting in 2020-2021 and is dedicated to Solution Bonaventure, the remediation program on land owned by the Corporation (Annex B).

-
- The structures in the Jacques Cartier and Champlain Bridges Incorporated's network are safe; however, the bridges are aging and have been subjected to years of heavy traffic, climatic conditions and heavy use of road salt. As such, continued investments will continue to be required. In accordance with the newest best practices in the industry, the Corporation is implementing proactive asset management which will allow timely investments to increase the lifespan of bridge infrastructures and other structures.

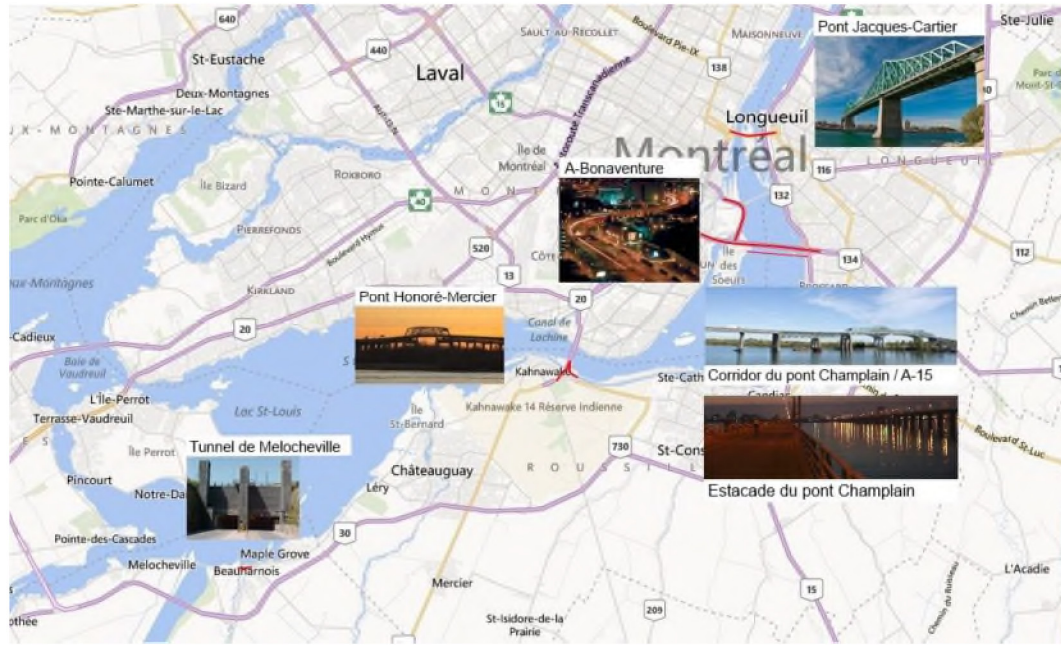
CURRENT STATUS

- The Jacques Cartier and Champlain Bridges Incorporated is implementing its repair and rehabilitation programs on all structures to ensure that they remain safe and efficient.
- The Request for Proposal for the deconstruction project was issued in July to the three consortiums retained following a Request for Qualifications.

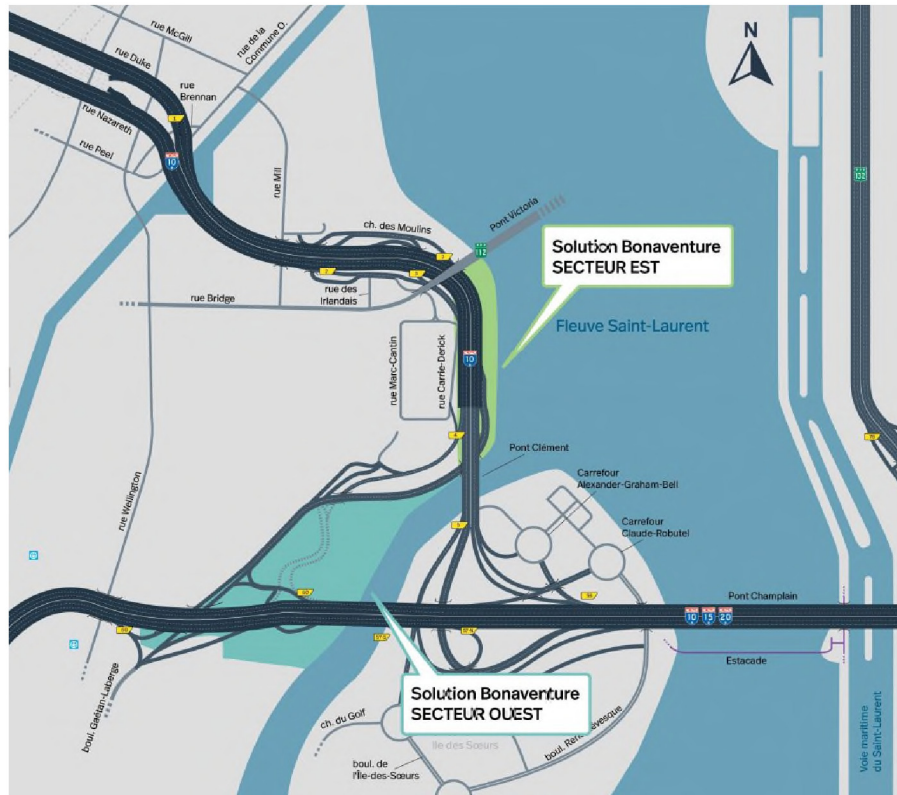
NEXT STEPS

- The three consortiums qualified for the deconstruction project of the old Champlain Bridge have five months to prepare their proposals. The Jacques Cartier and Champlain Bridges Incorporated expects to announce the retained consortium for deconstruction in March 2020.
- Infrastructure Canada is working closely with the Jacques Cartier and Champlain Bridges Incorporated on the deconstruction project due to its proximity to the new Samuel De Champlain Bridge.

ANNEX A: MAP OF GEOGRAPHICAL LOCATION OF ALL INFRASTRUCTURE ASSETS MANAGED BY JCCBI



ANNEX B: SOLUTION BONAVENTURE

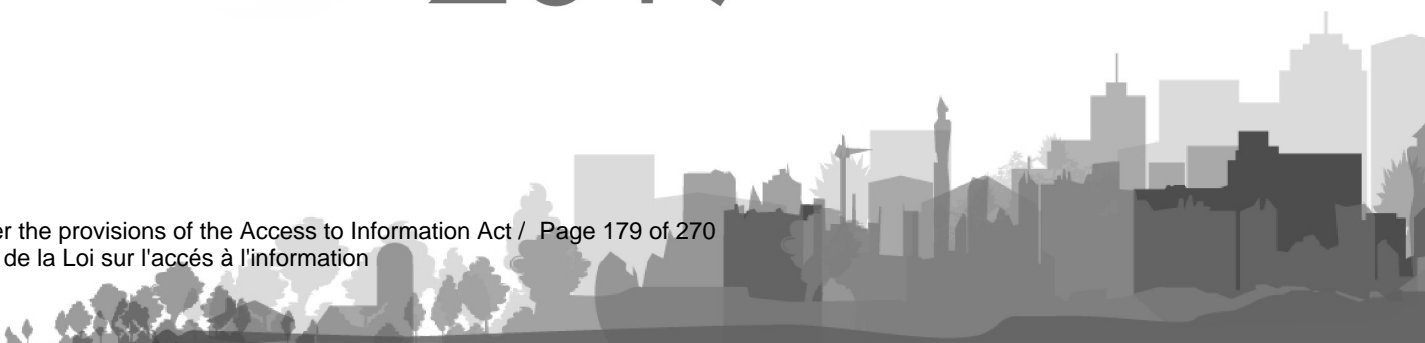




INFRASTRUCTURE CANADA

PROVINCIAL/ TERRITORIAL PROFILES & KEY STAKEHOLDERS

2019



Contents

Section A: This section provides key facts on each province and territory (in order of West-East-North) along with an overview of Infrastructure Canada's programming in each jurisdiction.

British Columbia	1
Alberta.....	2
Saskatchewan	3
Manitoba	4
Ontario	5
Québec	6
New Brunswick.....	7
Nova Scotia	8
Prince Edward Island	9
Newfoundland and Labrador	10
Yukon	11
Northwest Territories	12
Nunavut.....	13

Section B: This section includes an overview of key partners and stakeholders, including a list of key contacts with whom you may wish to engage in your first 100 days as Minister of Infrastructure and Communities.

Provincial and Territorial Counterparts	14
Federation of Canadian Municipalities and Big City Mayors' Caucus	15
National Indigenous Organizations	16
Infrastructure Canada's Portfolio Partners	17
Canadian Urban Transit Association	18
Other Key Stakeholders	19

KEY PARTNERS AND STAKEHOLDERS

OVERVIEW

As Minister of Infrastructure and Communities, establishing a **collaborative and constructive partnership** with provinces and territories (PT), municipalities, Indigenous organizations, Portfolio partners, and other key stakeholders, will be important over the course of your mandate.

You may wish to schedule bilateral calls and/or meetings with your **provincial and territorial (PT) counterparts** early in your mandate. These meetings will be an opportunity to introduce yourself to PT Ministers of Infrastructure across the country, gain a better understanding of jurisdiction-specific infrastructure challenges and priorities, as well as set the stage for future collaboration (see **Tab 14** for PT counterparts).

With over 3,500 municipalities across Canada, you will meet with a number of local associations and organizations during your travel across the country, however, you may not have the opportunity to meet with each municipality and their respective regional municipal associations. As a first step, you may wish to build a working relationship with the **Federation of Canadian Municipalities (FCM)**, the national voice of municipal governments in Canada, as well as the Chair of FCM's **Big City Mayors' Caucus (BCMC)**, who represent 22 of Canada's biggest cities. The FCM's upcoming Annual Conference and Trade Show on June 4-7, 2020 in Toronto, Ontario, will provide an opportunity to engage with the FCM and its caucus members, as well as other municipal leaders across Canada (see **Tab 15** for FCM and BCMC contacts).

While your colleagues from Crown-Indigenous Relations and Northern Affairs Canada and Indigenous Services Canada are overall leads for the majority of Indigenous policy and programming within the Government of Canada, infrastructure programming under your portfolio also benefits First Nations, Metis and Inuit peoples in Canada. Accordingly, you may also wish to engage with the five key **National Indigenous Organizations (NIOs)**. This could include engagement at Permanent Bilateral Mechanism meetings, where warranted, and holding meetings with each organization to discuss their infrastructure priorities (see **Tab 16** for NIO contacts).



As Minister of Infrastructure and Communities, you are responsible for several Portfolio organizations. You may wish to reach out to partners of the **Windsor-Detroit Bridge Authority**, including the Mayors of both Detroit and Windsor, the Governor of Michigan, the United States' Ambassador to Canada, and the Walpole Island First Nation. Early engagement with these key stakeholders will signal the Government of Canada's full commitment and support for the Gordie Howe International Bridge project. Other portfolio partners you may wish to engage include those of the **Jacques Cartier and Champlain Bridge Incorporated** (such as CDPQ Infra and the cities of Montréal and Brossard, Québec) and **Waterfront Toronto** (see **Tab 17** for Portfolio partner contacts).

As the representative of public transit agencies across Canada, the **Canadian Urban Transit Association** (CUTA) is a key partner that you may wish to reach out to early in your mandate. Specifically, CUTA's 2019 Annual Conference and Transit Show on November 10-13, 2019 in Calgary, Alberta, provides an early opportunity for you to meet with CUTA members and transit organizations across Canada (see **Tab 18** for CUTA contacts).

Finally, there are a number of other stakeholders with whom you may wish to engage early in your mandate. These include the **Canadian Chamber of Commerce** and the **Canadian Construction Association**. They also include the **Canada Council for Public-Private Partnerships**, whose November 18-19, 2019 conference in Toronto, Ontario would provide an opportunity for you to meet with key public-private partnership decision-makers (see **Tab 19** for other key stakeholder contacts).

We would be pleased to provide you with additional information and will work with your Office to schedule meetings with key partners and stakeholders early in your mandate.

BRITISH COLUMBIA PROVINCIAL PROFILE

POLITICAL CONTEXT

The **New Democratic** Party of British Columbia formed a minority government on May 9, 2017. The Liberal Party is the Official Opposition. The next provincial election is scheduled to take place on or before October 16, 2021.

The next general municipal election for British Columbia's 162 municipalities is expected to occur in 2022.

PREMIER



John Horgan, Premier
(elected May 9, 2017)

PROVINCIAL COUNTERPARTS



Claire Trevina, Minister Of Transportation and Infrastructure
(appointed November 9, 2018)

The Ministry of Transportation and Infrastructure is our lead partner with respect to the Public Transit Infrastructure Stream under the Investing in Canada Infrastructure Program, the Public Transit Infrastructure Fund, and highway and transit projects under the New Building Canada Fund – National and Regional Projects.





Selina Robinson, Minister of Municipal Affairs and Housing
(appointed July 18, 2017)

The Ministry of Municipal Affairs and Housing is the responsible partner for all other streams under the Investing in Canada Infrastructure Program, the Clean Water and Wastewater Fund, the New Building Canada Fund – Small Communities Fund, and the Gas Tax Fund

GOVERNMENT PRIORITIES

Key priorities include infrastructure investment: The 2019 Speech from the Throne outlined a number of key priorities, including:

- making life more affordable;
- advancing reconciliation;
- improving services through quality health care and a world-class education system;
- supporting a sustainable economy; and
- investing in infrastructure.

PROVINCIAL INFRASTRUCTURE PRIORITIES

Historic provincial investment: Noted as “the largest infrastructure investment in B.C.’s history,” the 2019 provincial Budget announced approximately \$20.1 billion in capital spending between 2019-2022, across the province. This includes:

- \$6.6 billion for transportation and transit projects between 2019-2022;
- \$1 billion for post-secondary institution housing and new building construction;
- \$1.3 billion for the health sector; and
- \$1.6 billion for provincial transportation investments in 2019-2020.

Community benefits: British Columbia’s approach to core infrastructure construction includes an emphasis on generating Community Benefits, with the intention of providing greater opportunities for training and apprenticeships, and providing more trades opportunities for local workers, Indigenous people, women and youth by leveraging investments in large transportation and transit projects.

DRIVERS AND OTHER CONSIDERATIONS

Urban demographic: In 2016, 88.4 percent of the population of British Columbia lived in urban centers, higher than the national rate of 83.2 percent. Between 2011 and 2016, the province’s urban population grew by 5.6 percent which was higher than the national rate of 5.0 percent. Population projections for the 2011-2025 period indicate that British Columbia’s rural population will continue to decline by approximately 12.2 percent during that period.

Challenging the Trans Mountain Pipeline expansion: Citing the risk of marine oil tanker spills as a serious environmental concern, the province, along with the City of Vancouver and a number of environmental groups and First Nations communities, have launched legal challenges against the federal government's Trans-Mountain pipeline expansion project.

Affordable housing commitment: In line with the Government's commitment to expand affordable housing, \$393 million will be spent in 2019-2020 on housing. A portion of this funding will be used to build 2,200 modular units across the province as part of a supportive housing response strategy.

Record wildfires: The 2018 wildfire season in British Columbia broke the record for the largest number of unique fires. In the 2019 season, British Columbia has already had 782 wildfires.

CleanBC investment: Budget 2019 lays out \$902 million in new funding for *CleanBC* initiatives over the next three years, with plans to invest \$40 million to:

- support energy efficiency and emission reduction projects in more than 1,500 government owned or leased buildings;
- provide \$15 million to encourage remote communities to switch to cleaner energy sources; and,
- work with the Business Council of British Columbia on the Government's goal of reducing climate pollution while creating more jobs and economic opportunities.

ECONOMIC INDICATORS

Positive Economic Growth: of approximately 2.4 percent in 2019, higher than the 2.2 percent growth experienced in 2018.

Budgetary surplus: The province is projecting a surplus of \$274 million (0.1 percent of GDP) in 2019-2020, with modest surpluses through to 2021-2022. Total expenses are projected to grow on average by 3.4 percent and total revenues by 3.3 percent to the end of the forecast horizon in 2021-2022.

Infrastructure Economic Accounts Data: In 2018, private (\$4.3 billion) and public (\$8.2 billion) industry investment increased by a combined total of \$318 million over 2017.

Unemployment Expected to Increase: a small increase in 2019, to 4.9 percent, up from 4.7 percent in 2018, the lowest unemployment rate in the country, outside the territories.

A 2019 BuildForce Canada report noted that the timing of a number of concurrent new major projects is expected to increase non-residential employment by 12,900 workers between 2019 and 2021, increasing employment in the construction industry by about 14,600 jobs.

PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$4.1 billion (Total Initial Allocation)					
Canada-British Columbia Integrated Bilateral Agreement signed on April 3, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$2.7 billion	\$1.1 billion	\$157.1 million	\$166.0 million	\$4.1 billion
Funds Committed (includes administration):	\$2.0 billion	\$222.5 million	\$16.8 million	\$0.7 million	\$2.2 billion
Projects Approved and Announced:	14	15	6	0	35
Funding Still Available **:	\$711.0 million	\$680.7 million	\$140.2 million	\$165.3 million	\$1.7 billion
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ¹			Projects Approved: 6 Total Federal Contribution of \$192.8 million		
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$460.5 million Total Projects: 29		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$225.1 million Total Projects: 180		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$278.6 million			
NOTABLE INFC-FUNDED PROJECTS					
Millennium Line Broadway Extension (Translink) This project will extend the existing line by 5.7 km and add six stations. The project will be fully integrated with existing SkyTrain systems and protocols.			Program: Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream INFC Contribution: \$888.4 million		
Highway 1 HOV Lane extension (216 Street to 264 Street) The project will include the widening of Highway 1 by adding one lane in each direction into the median between 216 Street and 264 Street. In addition, the project will include the reconfiguration of an interchange and replacement and construction of underpass			Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects INFC Contribution: \$109.0 million		

structures. The project also includes a commercial truck parking facility in North Surrey to improve truck parking in the Lower Mainland.	
Peace Region Electricity Supply Project The project will facilitate the construction of two new transmission lines and the expansion of a substation to help increase the transmission load capacity in Northeast BC. Once fully implemented, the project is expected to result in the reduction of up to 2.6 million tonnes of greenhouse gas (GHG) emissions per year.	Program: Investing in Canada Infrastructure Program – Green Infrastructure Stream, Climate Change Mitigation sub-stream INFC Contribution: \$83.7 million
Coastal Flood Protection for the cities of Surrey and Delta, and the Semiahmoo First Nation The project is comprised of a variety of initiatives in different jurisdictions that seek to address coastal flooding and increase the resiliency of local communities and critical infrastructure. Key components of the project include: replacing outdated sea dams; upgrading dykes, establishing riverfront parks with natural flood-attenuating features, installing storm sewers, upgrading drainage pump stations, implementing new living dyke projects and replacing bridges.	Program: Disaster Mitigation and Adaptation Fund INFC Contribution: \$76.6 million

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

ALBERTA PROVINCIAL PROFILE

POLITICAL CONTEXT

On April 16, 2019 the **United Conservative** Party of Alberta formed a majority government. The New Democratic Party is the Official Opposition. The next provincial election is expected to take place on May 31, 2023.

The next municipal elections, covering Alberta's 352 municipalities, are expected to occur in 2021.

PREMIER



Jason Kenney, Premier
(elected April 16, 2019)

PROVINCIAL COUNTERPARTS



Prasad Panda, Minister of Infrastructure (appointed April 30, 2019)

Alberta's Ministry of Infrastructure is Infrastructure Canada's main partner.



Ron McIver, Minister of Transportation (appointed April 30, 2019)

Alberta's Ministry of Transportation is responsible for projects funded under the National and Regional Projects component of the New Building Canada Fund.



Kaycee Madu, Minister of Municipal Affairs (appointed April 30, 2019)



The Ministry of Municipal Affairs represents Alberta with respect to the Canada-Alberta Gas Tax Fund Agreement.

GOVERNMENT PRIORITIES

Renewal agenda: The Government of Alberta's 2019 Speech from the Throne outlined three main priority areas of work:

- focusing on policies designed to create jobs, growth, and economic diversification;
- standing up for the province's right to control and develop its natural resources and to compete freely and fairly in the national and international economies; and,
- making life better for all Albertans by ensuring the quality and effectiveness of public services in health care and education, and by supporting the most vulnerable in society.

Balancing the Budget by 2022-2023: In line with recommendations from the "Blue Ribbon Panel" report, the 2019 provincial Budget underscores the government's commitment to responsible fiscal management, and includes a 2.8 percent spending reduction over four years in order to achieve a surplus of \$584 million in 2022-2023.

PROVINCIAL INFRASTRUCTURE PRIORITIES

Reduced capital spending: The 2019 Capital Plan will see provincial spending on capital decrease by over \$2.9 billion between 2019-2020 and 2022-2023 compared to the 2018 Capital Plan, in line with the provincial government's intention to align per capita capital spending in line with other provinces. The 2019 Capital Plan will invest \$24.2 billion over four years on:

- \$6.9 billion for direct municipal support with an intent to adjust provincial spending to recognize the current fiscal environment;
- \$2.9 billion for roads and bridges;
- \$2.9 billion for health facilities;
- \$1.8 billion for schools;
- \$3.6 billion for capital maintenance and renewal of public infrastructure;
- \$476 million for family social supports and housing; and
- \$463 million for post-secondary infrastructure.

The provincial government will publish an annual infrastructure report and 20-year strategic capital plan.

Reduced Municipal Funding: Funding for the Municipal Sustainability Initiative, which allocates provincial funding to municipalities for infrastructure construction, will be reduced by \$94 million in 2020-2021, and \$142 million in 2021-2022.

DRIVERS AND OTHER CONSIDERATIONS

Climate Change: With the passage of *An Act to the Carbon Tax*, the Government has followed up on its commitment to end “costly subsidies” to renewable energy developments, and to eliminate province-wide consumer-carbon taxes.

- Alberta considers Bill C-69, *An Act to enact the Impact Assessment Act and the Canadian Energy Regulator Act*, to be a violation of its jurisdiction over the production of oil and gas, and is pursuing a constitutional challenge of the bill. It joins Saskatchewan, Manitoba, New Brunswick and Ontario in its challenge.

ECONOMIC INDICATORS

Rebounding GDP growth: The provincial government projects real GDP growth of 0.6% for 2019-2020, down from an estimated 2.2% for 2018-2019. Attributed to existing market access challenges, GDP growth is predicted to rebound as a result of increased business investment and exports to a level averaging 3% between 2021 and 2023. The government anticipates that reductions in the corporate tax rate with help effectuate a prolonged economic recovery, and make Alberta one of the most attractive investment destinations in North America by 2022.

Small reduction in unemployment: The unemployment rate is expected to remain steady over 2019-2020, to a rate of 6.7%, compared to 6.6% in 2018-2019. By 2023, the unemployment rate is expected to shrink to 5.2%.

A BuildForce Canada assessment of Alberta’s construction labour market conditions forecasts dampened labour market growth until 2021, but notes total construction employment is expected to rise by 20,400 jobs (+11 percent) between 2021 and 2023.

Infrastructure Economic Accounts Data: In 2018, private (\$5.6 billion) and public (\$8.9 billion) industry investments grew by a combined total of \$448 million over 2017.



PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$3.4 billion (Total Initial Allocation) Canada-Alberta Integrated Bilateral Agreement signed on April 3, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$2.1 billion	\$1.0 billion	\$140.6 million	\$159.7 million	\$3.4 billion
Funds Committed (includes administration):	\$2.0 billion	\$663.5 million	\$58.1 million	\$0.4 million	\$2.7 billion
Projects Approved and Announced:	3	3	8	0	12 ¹
Funding Still Available**:	\$137.6 million	\$586.9 million	\$82.4 million	\$159.3 million	\$966.3 million
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ²			Projects Approved: 4 Total Federal Contribution of \$258 million		
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$347.2 million Total Projects: 74		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$196.7 million Total Projects: 66		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$229.5 million			
NOTABLE INFC-FUNDED PROJECTS					
Calgary Green Line Light Rail Transit The first stage of the Green Line involves the design and construction of 20 kilometres of track, 14 stations, a fleet of 70 low-floor light rail vehicles, a vehicle maintenance and storage facility, eight bridges, four tunnels, and three park-and-ride facilities.			Program: Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream; and Investing in Canada Infrastructure Program – Green Infrastructure Fund (Climate Change Mitigation) INFC Contribution (ICIP – Public Transit): \$1.1 billion INFC Contribution (ICIP - Green): \$451.7 million		

<p>Edmonton Valley Line West Light Rail Transit</p> <p>The City of Edmonton is seeking to construct the second stage of the Valley Line Light Rail Transit system through this project. It will connect riders from downtown Edmonton to the City's west end with key stops such as the West Edmonton Mall, the Misericordia Hospital and the MacEwan University Campus.</p>	<p>Program: Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream; and Investing in Canada Infrastructure Program – Green Infrastructure Fund (Climate Change Mitigation)</p> <p>INFC Contribution (ICIP – Public Transit): \$748.7 million</p> <p>INFC Contribution (ICIP - Green): \$199.9 million</p>
<p>Springbank Off-Stream Reservoir (SR1) Project</p> <p>The Springbank Off-stream Reservoir is a dry reservoir that will store water temporarily during a flood and will work in tandem with the Glenmore Reservoir in Calgary to accommodate water volumes equal to the 2013 flood on the Elbow River.</p>	<p>Program: Disaster Mitigation Adaptation Fund</p> <p>INFC Contribution: \$168.5 million</p>

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ Projects with funding from multiple streams appear in each applicable stream, but are only counted once in the total.

² As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

SASKATCHEWAN PROVINCIAL PROFILE

POLITICAL CONTEXT

On February 2, 2018, following a Saskatchewan Party leadership vote, Premier Scott Moe of the **Saskatchewan Party** was sworn in as Premier. The New Democratic Party is the Official Opposition. The next provincial election is expected to take place on or before October 26, 2020.

Saskatchewan contains 779 municipalities. Urban municipal elections are expected to take place in 2020. Rural elections will occur in either 2022 if even-numbered or 2020 if odd-numbered.

PREMIER



Scott Moe, Premier
(sworn in February 2, 2018)

PROVINCIAL COUNTERPARTS



Lori Carr, Minister of Government Relations
(appointed August 13, 2019)

The Ministry of Government Relations is responsible for prioritizing all projects other than provincial projects under the Investing in Canada Infrastructure Program and is responsible for all other funding programs, including the Public Transit Infrastructure Fund, the Clean Water and Wastewater Fund, and the Gas Tax Fund.





Gordon Wyant, Deputy Premier of Saskatchewan, Minister of Education, Minister responsible for SaskBuilds, Minister responsible for Priority Saskatchewan (appointed August 15, 2018)

SaskBuilds is responsible for putting forward provincial projects under the Investing in Canada Infrastructure Program.



Greg Ottenbreit, Minister of Highways and Infrastructure (appointed August 13, 2019)

Ministry is responsible for highway projects under the New Building Canada Fund – National Regional Projects.

GOVERNMENT PRIORITIES

Infrastructure among top priorities: The 2018 Speech from the Throne underscored a commitment to “stand up for Saskatchewan’s interests, economy and people,” and highlighted a number of key priorities, including:

- the continuation of deficit reduction while growing the provincial economy;
- investing in education, health, and infrastructure;
- standing against the federal carbon tax;
- taking action on climate change;
- reconciliation;
- and ensuring public safety.

Balancing the budget: To support the “right balance for Saskatchewan,” the 2019 provincial Budget outlined the Government’s commitment to achieve a balanced budget and total spending of \$14.9 billion. Key Budget themes include:

- committing to no new taxes or tax increases;
- focusing on public safety;
- investing in health care, seniors, students and classrooms; and,
- investments in rural and urban infrastructure.

PROVINCIAL INFRASTRUCTURE PRIORITIES

\$1.1 billion 2019-2020 capital plan includes:

- \$457.8 million for transportation infrastructure;
- \$229.8 million for municipal infrastructure;
- \$103 million for health care;
- \$95.6 million for K-12 schools and education;
- \$22.4 million for advanced education and training; and

-
- \$214.7 million for government services.

Additional Crown corporation investment: The 2019-2020 capital plan also outlines infrastructure investments of over \$1.6 billion by Crown corporations, including SaskPower, SaskTel, SaskEnergy and SaskWater. Examples of projects include:

- \$321 million to upgrade SaskTel's wireless and wireline networks and enhance rural services; and,
- \$32 million for water and wastewater services by SaskWater.

DRIVERS AND OTHER CONSIDERATIONS

Opposition to federal carbon tax: As "an ineffective policy that will not significantly reduce emissions and instead, harm Saskatchewan's economy and make life less affordable for Saskatchewan people," the provincial government is legally challenging the federal government's ability to impose the carbon tax, and has launched an appeal to the Supreme Court of Canada.

- Saskatchewan has noted that it is taking meaningful action to reduce greenhouse gas emissions by implementing the *Prairie Resilience Climate Change Strategy*, which includes commitments to: reduce annual emissions by nearly 12 million tonnes by 2030 by reducing emissions from electrical generation by 40 percent; decrease methane emissions from upstream oil and gas production by 40 percent; and implement output-based performance standards for heavy industry.

Favours new pipelines: Saskatchewan has indicated that a lack of new pipelines is reducing investor confidence in the province, and impeding economic growth by stalling the potential to ship oil to both domestic and international markets.

ECONOMIC INDICATORS

Increase in GDP: The provincial government expects **real GDP growth of 1.2 percent** in 2019, up from **1.0 percent** in 2018. Expected growth in 2019 takes into consideration factors such as continued strength in the agriculture and potash industries and improvements in employment, as well as ongoing challenges in the oil and gas sector, including relatively low prices and uncertainty with respect to access to markets beyond the U.S.



Balanced Budget: The province is projecting a **surplus of \$34.4 million** in 2019-2020, which would achieve the Government's balanced budget target. Looking ahead, the province anticipates modest surpluses through to 2022-2023.

Infrastructure Economic Accounts Data: In 2018, private (\$873 million) and public (\$2.7 billion) industry investments increased by a combined \$109 million from 2017.

Reduced unemployment: Saskatchewan's unemployment rate is expected to decline slightly, from 6.2 percent in 2018 to 6 percent in 2019.

A 2019 BuildForce Canada report noted that Saskatchewan's construction and maintenance labour force declined for the fourth-straight year in 2018, due in part to a sharp decline in new housing starts.

PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$896.3 million (Total Initial Allocation)					
Canada-Saskatchewan Integrated Bilateral Agreement signed on October 17, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$307.9 million	\$416.3 million	\$56.2 million	\$115.9 million	\$896.3 million
Funds Committed (includes administration):	\$3.1 million	\$89.7 million	\$38.4million	\$28.4 million	\$159.6 million
Projects Approved and Announced:	0	16	5	3	24
Funding Still Available**:	\$304.8 million	\$326.6 million	\$17.8 million	\$87.5 million	\$736.7 million
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ¹			Projects Approved: 5 Total Federal Contribution of \$82.4 million		
OTHER PROGRAMS					
Public Transit Infrastructure Fund		Initial Allocation: \$29.0 million Total Projects: 14		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund		Initial Allocation: \$89.3 million Total Projects: 110		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$61.9 million			
NOTABLE INFC-FUNDED PROJECTS					
Meadow Lake Tribal Council Bioenergy Project The Meadow Lake Tribal Council Bioenergy Project is a first of its kind green energy bioenergy plant in Saskatchewan. The plant combines environmental improvement with thermal efficiency and directly improves the economic outcomes for the nine member-First Nations.			Program: Investing in Canada Infrastructure Program – Green Infrastructure Stream INFC Contribution: \$52.5 million		
Rehabilitation Work: Level of Service 1 Corridors This project is a bundle of 15 highway rehabilitation components in the Northern, Central, and Southern regions of the Province. They are a			Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects		

mix of two and four lane highways that are part of the National Highway System and/or the Province's Core Highway Network.	INFC Contribution: \$34.1 million
North East Sector – Evergreen Reservoir The North East Sector Evergreen Reservoir involved increasing the drinking water storage capacity within the distribution system.	Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects INFC Contribution: \$14.7 million

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

MANITOBA PROVINCIAL PROFILE

POLITICAL CONTEXT

On September 10, 2019, the **Conservative Party** of Manitoba was re-elected for a second consecutive majority government. The New Democratic Party is the Official Opposition. The next provincial election is expected to take place on or before October 3, 2023.

The next municipal elections, representing 137 municipalities, are scheduled to occur in 2022.

PREMIER



Brian Pallister, Premier
(re-elected September 10, 2019)

PROVINCIAL COUNTERPARTS



Rochelle Squires, Minister of Municipal Relations and Francophone Affairs
(appointed October 23, 2019)

Manitoba's Department of Municipal Relations is Infrastructure Canada's main partner in that province.





Ron Schuler, Minister of Infrastructure
(appointed August 17, 2017)

GOVERNMENT PRIORITIES

On September 30, 2019, the Government delivered a Speech from the Throne focused on “moving Manitoba forward with greater security, opportunity, and prosperity.” Priority areas include:

- completing necessary legislative requirements in order to fully implement the measures outlined in Budget 2019;
- continuing to work to make Manitoba more economically competitive by reducing regulatory red tape and encouraging innovation;
- completing the implementation of the New West Partnership Trade Agreement;
- addressing addictions and public safety issues; and
- making strategic investments to strengthen front-line health, education and social services.

During the 2019 election campaign, Premier Pallister identified “**lower taxes, a stronger economy, and an improved health care system**” as foundational elements to the party platform. Infrastructure-related announcements included:

- a \$204 million investment in natural infrastructure and wetland protection;
- a promise to modernize how construction projects are procured; and
- building 20 new schools in the province.

Working to eliminate budget deficit: Focused on “continuing on the road to recovery,” Manitoba’s 2019 pre-election provincial Budget forecasts steady progress in deficit reduction over the medium term, with the elimination of the deficit by 2022-2023.

PROVINCIAL INFRASTRUCTURE PRIORITIES

Investing in infrastructure: Manitoba’s Budget 2019 commitments included:

- \$1 billion on roads and bridges, water and wastewater projects, flood protection, hospitals, schools, universities, and colleges;
- \$350 million for highway projects such as the Daly Bridge in Brandon, the replacement of the existing overpass near Portage la Prairie, and improvements to Manitoba Highway 21 near Shoal Lake;
- \$45 million in 2019 for highways and roads to commemorate Manitoba's 150th year;
- upgrades to the Headingley Correctional Centre, boiler replacement at the Central Power House, and fire alarm system replacement at the Manitoba Centennial Centre;
- funding for major improvements to airports at St. Theresa Point, Norway House and Shamattawa; and,

-
- increasing flexible funding for municipalities that can be used for roads, bridges or other municipal infrastructure projects.

Operational support to municipalities: A total of \$313.5 million was committed in the 2019 Budget to provide operational support to municipal governments, and may be used to address planned capital projects.

DRIVERS AND OTHER CONSIDERATIONS

Made-in-Manitoba Climate and Green Plan: The Plan mentioned in Budget 2019 reaffirms Manitoba's commitment to "becoming the cleanest, greenest and most resilient province in Canada."

- Initiatives outlined include the establishment of a \$102 million conservation trust to provide financial support to achieve the objectives of its provincial climate strategy.

In March 2019, the province introduced its *Climate and Green Plan Implementation Act*, implementing the "made-in-Manitoba" carbon pricing system

ECONOMIC INDICATORS

Moderate economic growth: The provincial government expects **real GDP growth to strengthen to 1.7 percent** in 2019, supported by continued population growth and wages.

Infrastructure Economic Accounts Data: In 2018, private (\$2.1 billion) and public (\$2.7 billion) industry investment increased by a combined \$67 million from 2017.

Small gains in unemployment: The unemployment rate is expected to lower to 5.8 percent for 2019-2020 and 2020-2021, down slightly from 6 percent in 2018.

Given the province's manufacturing expansion and corresponding demand for industrial, commercial, and institutional buildings, a BuildForce Canada assessment of construction labour market conditions in the province suggests that Manitoba can expect to see increased employment demand in 2019, causing employment rates to fall again beginning in 2019. By 2028, Manitoba's construction industry is expected to hire 6,100 workers, down 1,900 from a 2019 peak of 8,000 workers.



PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$1.2 billion (Total Initial Allocation)					
Canada-Manitoba Integrated Bilateral Agreement signed on June 4, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$546.1 million	\$451.8 million	\$61.3 million	\$112.8 million	\$1.2 billion
Funds Committed (includes administration):	\$5.5 million	\$64.7 million	\$8.4 million	\$1.1 million	\$79.7 million
Projects Approved and Announced:	0	1	1	0	2
Funding Still Available**:	\$540.7 million	\$387.1 million	\$52.9 million	\$111.7 million	\$1.1 billion
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ¹			Projects Approved: 2 Total Federal Contribution of \$270.7 million		
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$82.8 million Total Projects: 64		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$95.3 million Total Projects: 58		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$72.0 million			
NOTABLE INFC-FUNDED PROJECTS					
Lakes of Manitoba and St. Martin Project The project involves building two 23-kilometre-long diversion channels: the Lake Manitoba Outlet Channel that will run north from Lake Manitoba to Birch Bay on Lake St. Martin, and the Lake St. Martin Outlet Channel that will run northeast to Lake Winnipeg south of Willow Point. They are intended to prevent a recurrence of the widespread flooding experienced by southern Manitoba in 2011.			Program: Disaster Mitigation and Adaptation Fund INFC Contribution: \$247.5 million		
City of Portage la Prairie Water Pollution Control Facility Upgrades for Nutrient Reduction			Program: Investing in Canada Infrastructure Program – Green Infrastructure Stream		

The facility receives flow from both municipal and several large industrial sources. It needs infrastructure upgrades to enable the facility to remove nitrogen and phosphorous from the wastewater before it is discharged to the Assiniboine River. These upgrades will enable the facility to meet new effluent quality limits established by the province for these two pollutants.	INFC Contribution: \$60.2 million
National Highway System: PTH 1 West (Trans-Canada Highway) The project consists of rehabilitating the pavement integrity of the eastbound and westbound lanes at five locations. In addition to the pavement re-structuring, the project will include intersectional improvements and paved shoulders.	Program: New Building Canada Fund – Provincial and Territorial Infrastructure Component – National and Regional Projects INFC Contribution: \$40.5 million

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

ONTARIO PROVINCIAL PROFILE

POLITICAL CONTEXT

The **Progressive Conservative Party** of Ontario formed a majority government following the last provincial election on June 7, 2018. The New Democratic Party of Ontario is the Official Opposition. The next Ontario provincial election is expected to take place on or before June 2, 2022.

There are currently 444 municipalities in Ontario. Municipal elections are held every four years, with the next election anticipated for October 24, 2022.

PREMIER



Doug Ford, Premier
(elected June 7, 2018)

PROVINCIAL COUNTERPARTS



Laurie Scott, Minister of Infrastructure
(appointed June 20, 2019)

The Ministry of Infrastructure is Infrastructure Canada's principal partner.



Caroline Mulroney, Minister of Transportation and Minister of Francophone Affairs
(appointed June 20, 2019)

The Ministry of Transportation has responsibilities with respect to the Public Transit stream under the Investing in Canada Infrastructure Program, in collaboration with the Ministry of Infrastructure



GOVERNMENT PRIORITIES

Focus on fiscal management and public trust: The 2019 Fall Economic Statement “*A Plan to Build Ontario Together*” continues the Ontario government’s focus on restoring fiscal balance by 2023-2024. Five themes guide this work:

- *Making Life More Affordable* by reducing taxes, addressing the rising costs of housing and energy, lowering fees and improving services;
- *Preparing People for Jobs* through investments in education and skills training programs;
- *Creating a More Competitive Business Environment* by reducing taxes, encouraging regional and innovative investments, eliminating outdated and duplicative regulations, and investing in projects that will help industries grow;
- *Connecting People to Places* by building subway lines to make public transit attractive, repairing aging bridges and constructing new roads to fight gridlock, and improving broadband and cellular access; and
- *Building Healthier and Safer Communities* by investing in hospitals and community care providers, and fighting gun and gang violence.

Modernize provincial-municipal relationship: The Government has signaled its intention to work with communities to modernize the provincial-municipal relationship, in part by supporting municipal governments in their efforts to work effectively and efficiently and by reducing administrative burden. The Government has also committed to maintaining the Ontario Municipal Fund, the Province’s main general assistance grant to municipalities, for 2020.

PROVINCIAL INFRASTRUCTURE PRIORITIES

More sustainable infrastructure investment: Aligned with commitments to restore economic health to the province, Ontario’s capital plan reflects “more sustainable levels of infrastructure investment”, with approximately \$144 billion in infrastructure investments over the next ten years.

Planned investments for 2019-2020 total \$14.7 billion, including \$2.8 billion in schools, \$2.4 billion in health care, and \$8.6 billion in transit and highways.

Major infrastructure investment will focus on expanding broadband, highway expansion, and public transit, including roads, bridges, and highways.

The government announced, in Budget 2019, plans to review all previously committed infrastructure investments to prioritize projects that deliver the best value and impact for residents.

DRIVERS AND OTHER CONSIDERATIONS

Flooding: Impacted by both the increasing frequency and intensity of floods across the province, Ontario provides real-time flood information online, including a map of affected and in danger regions.

Several regional conservation authorities have also developed their own flood maps.

Ontario intends to launch a climate change impact assessment which will identify regions and sectors most likely to be impacted by climate change. Results of the assessment will be applied to support better planning and investment decisions and ensure better long-term management of public and private infrastructure and assets.

Open for business: To build relationships with international clients, increase opportunities in foreign markets, and create a source of revenue that could be reinvested in provincial infrastructure projects, the provincial government will propose legislative changes to allow Infrastructure Ontario to act as a consultant advisor on infrastructure projects within and outside the province.

ECONOMIC INDICATORS

Slow but steady economic growth: After growing 2.2 percent in 2018, Ontario's own forecasts predict that growth will slow to 1.4 percent in 2019 and 1.5 per cent in 2020 and 2021, before accelerating to 1.9 percent in 2022.

Large but declining deficit: According to the province's fall economic statement, Ontario is projecting a deficit of \$9 billion in 2019-2020. Ontario expects debt to decline gradually over the forecast, with a return to budgetary balance targeted for 2023-2024.

Infrastructure Economic Accounts Data: In 2018, private (\$27.4 billion) and public (\$58.4 billion) industry investment increased by \$2 billion from 2017.

Low unemployment: The unemployment rate is expected to remain low, averaging 5.5 percent between 2019-2020 and 2023-2024.

In the construction sector specifically, BuildForce Canada forecasts overall employment will remain high over the decade, driven by continued investment in public transit and infrastructure to keep pace with a growing population.

Buildforce forecasts a need for almost 104,000 workers as more than 91,000 workers are expected to retire in the same period.

PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$11.8 billion (Total Initial Allocation) Canada-Ontario Integrated Bilateral Agreement signed on March 26, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$8.3 billion	\$2.8 billion	\$407.2 million	\$250.1 million	\$11.8 billion
Funds Committed (includes administration):	\$254.8 million	\$22.2 million	\$50.5 million	\$147.2 million	\$474.8 million
Projects Approved and Announced:	15	0	2	63	80
Funding Still Available **:	\$7.2 billion	\$2.2 billion	\$356.6 million	\$150.6 million	\$10.0 billion
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ¹			Projects Approved: 23 Total Federal Contribution of \$531.0 million		
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$1.5 billion Total Projects: 652		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$569.6 million Total Projects: 1,348		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$819.4 million			
NOTABLE INFC-FUNDED PROJECTS					
Ottawa Light Rail Transit (LRT) Stage 2 The Ottawa LRT Stage 2 project will change the way that residents commute by adding 44 kilometers of rail and 24 new stations to the city’s transit network. On completion, 77 percent of residents are expected to be within five kilometers of rail. Construction is expected to begin in 2019.			Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects INFC contribution: \$1.1 billion		
Port Lands Flood Protection and Enabling Infrastructure (PLFP) project The governments of Canada, Ontario and Toronto are contributing funding equally in a total amount of \$1.25 billion for the flood protecting of the Toronto’s Portlands. The PLFP project, including the Cherry Street Lake Filling project, is expected to provide critical flood			Program: Toronto Waterfront Revitalization Initiative; and Clean Water and Wastewater Fund		

protection to southeastern portions of downtown Toronto through the creation of a naturalized mouth for the Don River. The project scope includes brownfield remediation, the creation of public parks and green spaces, and upgrades to municipal infrastructure including roads, bridges, and water and wastewater systems.	INFC contribution: \$384.2 million under the Toronto Waterfront Revitalization Initiative; and, \$32.5 million from the Clean Water and Wastewater Fund
Eastern Ontario Regional Network (EORN) Cellular Gap Project Funding for the EORN Cellular Gap project will address gaps in reach and capacity of mobile broadband networks across Eastern Ontario, particularly rural areas where revenue is insufficient for mobile providers to build adequate services. The project is expected to create more than 3,000 full-time jobs.	Program: Investing in Canada Infrastructure Program – Rural and Northern Communities Infrastructure Stream INFC contribution: \$70.9 million
Drought Reduction Project for the Mohawks of the Bay of Quinte Territory In response to extreme weather events, the project will help protect the Mohawk Territory and the essential services on which they rely. Improvements will include adding nearly 23 kilometers of water distribution pipes to reach the majority of the community's 750 homes and businesses, improving access to safe drinking water and reducing the effects of drought.	Program: Disaster Mitigation and Adaption Fund INFC contribution: \$30.1 million
Our Food Future To improve access to healthy food, reduce waste and the impact of food waste on our environment, Guelph and Wellington County will become Canada's first circular food economy. The project is expected to increase access to affordable, local and nutritious food by 50%; create 50 new circular food economy businesses and collaborations; and, increase circular economic revenues in the area by 50%.	Program: Smart Cities Challenge INFC contribution: \$10.0 million

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

QUÉBEC PROVINCIAL PROFILE

POLITICAL CONTEXT

The **Coalition Avenir Québec** formed a majority government following the last election on October 1, 2018. The Québec Liberal Party is the Official Opposition. The next provincial election is expected to take place on or before October 3, 2022.

There are over 1200 municipalities in Québec. The next Québec municipal election is currently expected to be held in fall 2021.

PREMIER



François Legault, Premier
(elected October 1, 2018)

PROVINCIAL COUNTERPARTS



Eric Girard, Ministre des Finances
(appointed October 18, 2018)

The Ministère des Finances is responsible for signing the Integrated Bilateral Agreement (IBA) under the Investing in Canada Infrastructure program and for the Gas Tax Fund.





Christian Dubé, Ministre responsable de l'Administration gouvernementale et Président du Conseil du Trésor (appointed October 18, 2018)

This Conseil du Trésor is responsible for the Oversight Committee under the Investing in Canada Infrastructure program (ICIP).



François Bonnardel, Ministre des Transports (appointed October 18, 2018)

The Ministère des Transports is responsible for the National and Regional Projects of Provincial-Territorial Infrastructure Component (PTIC-NRP) under the New Building Canada Fund, the Public Transit Infrastructure Fund (PTIF) and the Public Transit Stream under the Investing in Canada Infrastructure Program (ICIP).



Benoit Charette, Ministre de l'Environnement et de la Lutte contre les changements climatiques (appointed January 18, 2019)

The Department is responsible for the Green Infrastructure Fund (GIF) and both the Climate Change Mitigation and the Adaptation, Resilience and Disaster Mitigation Sub-streams of Green Infrastructure Stream under the Investing in Canada Infrastructure Program (ICIP).



Andrée Laforest, Ministre des Affaires municipales et de l'Habitation (appointed October 18, 2018)

The Department is responsible for the Major Infrastructure Component (MIC) and the Large Urban Centres Component/Communities Component (LUCC/CC) under the Building Canada Fund, the Small Communities Fund (SCF) of Provincial-Territorial Infrastructure Component under New Building Canada Fund, the Clean Water and Wastewater Fund (CWWF) and both the Environment Quality sub-stream of Green Infrastructure Stream and the Community, Culture and Recreation Infrastructure Stream under the Investing in Canada Infrastructure Program (ICIP).



Jean-François Roberge, Ministre de l'Éducation et de l'Enseignement supérieur (appointed October 18, 2018)

The Department is responsible for the Major Infrastructure Component (MIC) under Building Canada Fund and Community, Culture and Recreation Infrastructure Stream under the Investing in Canada Infrastructure Program.



Nathalie Roy, Ministre de la Culture et des Communications (appointed October 18, 2018)

The Department is responsible for Major Infrastructure Component (MIC) under the Building Canada Fund and the Community, Culture and Recreation Infrastructure Stream under the Investing in Canada Infrastructure Program (ICIP).



Pierre Fitzgibbon, Ministre de l'Économie et de l'Innovation
(appointed October 18, 2018)

The Department is responsible for the Rural and Northern Communities Infrastructure Stream under the Investing in Canada Infrastructure Program (ICIP).



Jonatan Julien, Ministre de l'Énergie et des Ressources naturelles
(appointed October 18, 2018)

The Department is responsible for the National and Regional Projects of Provincial-Territorial Infrastructure Component (PTIC-NRP) under the New Building Canada Fund.

GOVERNMENT PRIORITIES

The 2018 *discours d'ouverture* reaffirmed the Government's plan to "advocate a unifying nationalism, whose primary objective is to ensure the economic development of Québec within Canada, while proudly defending its autonomy, its language, its values and culture."

It highlighted **three key priorities: education** (including early childhood and post-secondary), the **economy** (including green energy, and increased investment), and **health** (including front line services and long-term care).

The 2019 provincial Budget outlined investments totaling \$2.3 billion in 2019-2020, which will increase to \$16.2 billion by 2023-2024. Key Budget priority areas include:

- improving the quality of education and health services;
- increasing the potential of the economy;
- taking strong action for the environment;
- support for communities; and
- improving the purchasing power of Québec residents by reducing the tax burden.

PROVINCIAL INFRASTRUCTURE PRIORITIES

Significant, long-term infrastructure investment plan: Focused on providing "reliable, efficient infrastructure adapted to contemporary needs to ensure Québec's long-term economic prosperity," the 2019-2029 Québec Infrastructure Plan (QIP) includes an increase of \$15 billion of planned investments for a total of \$115.4 billion over 10 years.

The QIP identifies increased investments in priority areas, including:

- \$5.3 billion for the province's road network;
- \$1.6 billion to promote projects to improve public transit;
- \$6.1 billion to renovate schools and add classes throughout Québec, including the progressive implementation of 4-year old kindergarten classes; and
- \$1.0 billion for homes for senior citizens.

Commitments to electrifying transit, clean energy, and broadband expansion: In the 2018 *discours d'ouverture*, the Government announced plans to invest in electric trains and buses in an effort to reduce greenhouse gases, and reaffirmed the government's commitment to the tramway project in Québec City, including a connection to the South shore. In addition, the Government's commitment to clean energy, intention to build wind farms and hydroelectric dams, and to provide access to high-speed internet throughout Québec were also noted as priorities.

DRIVERS AND OTHER CONSIDERATIONS

Extreme weather and flooding: In spring 2017 and 2019, Québec experienced extreme flooding, which affected thousands of homes in municipalities across the province.

- In July 2019, the Government of Québec issued an order establishing a *zone d'intervention spéciale* (ZIS). The Government is instituting a moratorium on the construction of new buildings and the reconstruction of buildings destroyed by flooding.
- The ZIS applies to all 0-20 year floodplains and to the area flooded during the spring floods of 2017 and 2019, as defined by the Government of Québec. Over 775 municipalities are now covered by the ZIS.

Labour force growth: Recognizing that Québec's aging population is expected to put continued pressure on the labour market, the Government has put forward measures to foster greater labour market participation of workers aged 60 and older, and to better integrate immigrants into the labour force.

ECONOMIC INDICATORS

Slight decline in real GDP growth expected: The provincial government expects real GDP growth of 1.8 percent in 2019, down from 2.3 percent in 2018 and 1.5 percent in 2020.

- Household spending and business investment are expected to continue to be the drivers of growth over the near term; however, the moderation in growth will reflect a smaller potential labour pool and low unemployment rate, businesses being cautious given global trade tensions, and the impact of past interest rate increases on household spending.

Balanced Budget: The Government is projecting budgetary balance of \$2.5 billion (0.6 percent of GDP) in 2019-2020. Surpluses are projected to increase to \$4.9 billion (0.4 percent of GDP) by 2023-2024.

Infrastructure Economic Accounts Data: In 2018, public (\$11.5 billion) and private (\$3.6 billion) industries investment in provincial infrastructure assets increased by a combined \$444 million from previous year.

Slight decline in unemployment rate expected: The provincial government expects the unemployment rate to decline to 5.4 percent in 2019, and by another 0.1 percentage points each year, reaching 5.0 percent in 2023.

A BuildForce Canada assessment of construction labour market conditions in the province suggest that Québec public infrastructure projects will drive steady gains in engineering construction employment requirements over the coming decade, and anticipate overall construction employment near current levels through 2022, followed by moderate growth, with a net gain of 5,200 jobs by 2028

PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$7.5 billion (Total Initial Allocation) Canada- Québec Integrated Bilateral Agreement signed on June 6, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$5.2 billion	\$1.8 billion	\$257 million	\$288.5 million	\$7.5 billion
Funds Committed (includes administration):	\$2.0 billion	\$718.9 million	\$5.2 million	\$36.3 million	\$2.8 billion
Projects Approved and Announced:	5	1	0	2	7 ¹
Funding Still Available**:	\$2.4 billion	\$1.9 billion	\$251.8 million	\$252.2 million	\$4.8 billion
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ²		Projects Approved: 10 Total Federal Contribution of \$251.1 million			
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)	Initial Allocation: \$923.7 million Total Projects: 311		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream		
Clean Water and Wastewater Fund (CWWF)	Initial Allocation: \$363.8 million Total Projects: 189		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream		
Gas Tax Fund	Allocation 2018-2019: \$504 million				
NOTABLE INFC-FUNDED PROJECTS					
Structuring Public Transit Network Project in Québec City Once completed, the project will add 54 km of tramway lines, trambus lines, and dedicated bus lanes, as well as four new park-and-ride lots, four transit hubs, and two automated links between the Lower and Upper Towns. The project will lower daily commute times, reduce the number of cars on the road, and make Québec City greener.			Program: Investing in Canada Infrastructure Program – Public Transit Infrastructure Stream INFC contribution: \$1.1 billion		
Protection and resilience increase against flooding in Pierrefonds-Roxboro A large-scale natural infrastructure project which will help protect this Montréal community, which is vulnerable to spring thaws, as well as protect and enhance local wetlands.			Program: Disaster Mitigation and Adaptation Fund INFC contribution: \$50 million		

City of Montréal Montréal will use connected technologies and data to improve community mobility and healthy food security. The project includes integrated mobility apps to make travel more efficient and reduce the use of solo car use in the greater Montréal area, as well as improving access to healthy and local foods for vulnerable populations.	Program: Smart Cities Challenge INFC contribution: \$50 million
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** Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ Projects with funding from multiple streams appear in each applicable stream, but are only counted once in the total.

² As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

NEW BRUNSWICK PROVINCIAL PROFILE

POLITICAL CONTEXT

The **Progressive Conservative** Party of New Brunswick formed a minority government following the last election on September 24, 2018. The Liberal Party is the Official Opposition. The next provincial election is expected to take place on or before October 17, 2022.

There are 104 municipalities in 14 municipal regions in New Brunswick. The next municipal election is anticipated to take place in May, 2020.

PREMIER



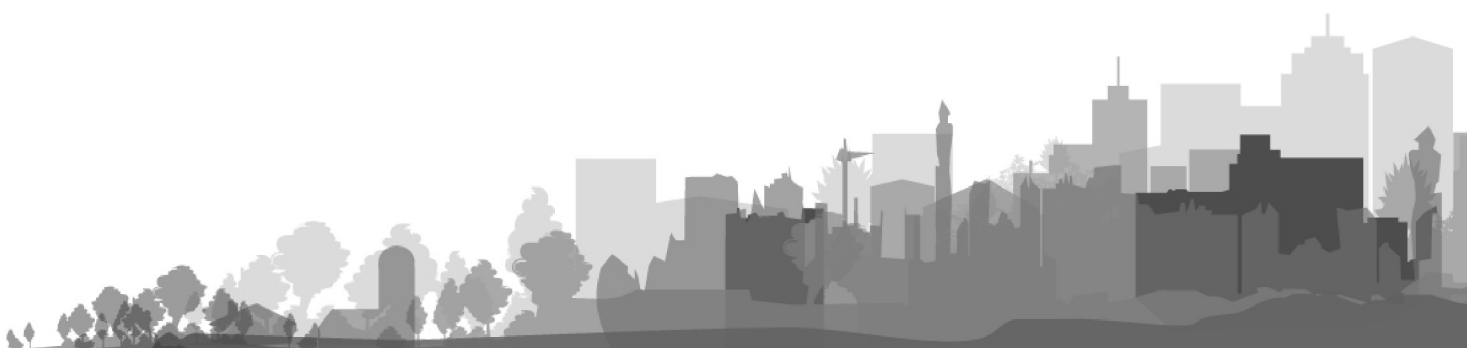
Blaine Higgs, Premier
(elected September 24, 2018)

PROVINCIAL COUNTERPARTS



Andrea Anderson-Mason, Attorney General and Minister responsible for the Regional Development Corporation (appointed November 9, 2018).

The Regional Development Corporation is the responsible partner for the Investing in Canada Infrastructure Program, the Public Transit Infrastructure Fund, and non-provincial National and Regional Projects (New Building Canada Fund).





Jeff Carr, Minister of Environment and Local Government
(appointed November 9, 2018)

The Department of Environment and Local Government is our partner for the Small Communities Fund, the Clean Water and Wastewater Fund, and the Federal Gas Tax Fund.



Bill Oliver, Minister of Transportation and Infrastructure
(appointed November 9, 2018)

The Department of Transportation and Infrastructure is our partner for National and Regional Projects (New Building Canada Fund) where the province is the ultimate recipient.

GOVERNMENT PRIORITIES

Balanced agenda: the 2018 Speech from the Throne outlined five key priorities:

- establishing balanced sustainable finances, including a balanced budget by 2020;
- energizing the private sector;
- making public health care accessible and dependable;
- building a world-class education system; and
- giving every New Brunswicker a pathway to the middle class.

Focused on restoring fiscal balance and “right-sizing” infrastructure spending, the 2019 provincial Budget outlines commitments to balance a surplus of \$23 million and total spending of \$9.823 billion. Key themes include:

- growing a sustainable economy;
- making government work;
- building a sustainable health-care system;
- a path to a sustainable education system; and
- providing sustainable social services.

PROVINCIAL INFRASTRUCTURE PRIORITIES

Reductions in Capital Spending: Focused on maintaining infrastructure and strong fiscal discipline, the province tabled a \$600.6 million capital budget for 2019-2020 that included reallocating resources, and plans to curb over \$200 million in additional spending.

Infrastructure-related commitments within the capital budget include:

- \$60.2 million for K-12 infrastructure;
- \$321.1 million for transportation assets; and
- \$12.9 million to maintain physical and cultural infrastructure.

Longer term planning: a long-term asset-based management program and a five-year capital plan were also announced to guide planning, increase predictability in infrastructure spending, and support the maintenance of existing infrastructure stock.

Recognizing their cultural and economic significance, the government committed to review the condition of the province's covered bridge and ferry network in order to protect and maintain them for future generations.

DRIVERS AND OTHER CONSIDERATIONS

Extreme weather and flooding: In spring 2018 and 2019 extreme flooding resulted in road closures and washouts across the province.

- Flood maps for parts of the province known to be at risk from river flooding are available on the Provincial website. The maps describe the anticipated frequency, depth and with of flooding at a specific location and help New Brunswickers make decisions that reduce risks due to flooding.
- In September 2019, the province felt the impacts of category two hurricane Dorian, damaging trees and local infrastructure and intensifying flooding in the region.

Aging population: By 2038, the province anticipates that 31 percent of New Brunswick's population will be seniors compared to 24 percent in the rest of Canada. The province anticipates the aging population will continue to hinder economic growth potential.

ECONOMIC INDICATORS

Slowing economic growth: real GDP growth of 0.6 percent in 2019 is expected, down from an estimate of 0.8 percent in 2018. The dampened growth is driven by limited investment growth due to a lack of new major projects and the recalibration of public sector investment to a more sustainable level.

Projected surplus: of \$23.1 million (0.1 percent of GDP) in 2019-2020. Surpluses are projected to grow through the forecast horizon, reaching \$71 million (0.2 percent of GDP) in 2022-2023.

Infrastructure Economic Accounts Data: In 2018, private (\$398 million) and public (\$1.2 billion) industry investments increased by a combined \$50 million over 2017.

Stable unemployment: The unemployment rate is expected by the province to remain unchanged at 7.9 percent in 2019, down from 8.0 percent in 2018.

A BuildForce Canada analysis suggests that New Brunswick can expect to see declining employment in the construction sector between 2019 and 2021, driven by the fiscal context and completion of a number of major projects.

Employment rates are expected to rise beyond 2021 as retirements drive the need to replace an estimated 7,400 workers over the next decade.

PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$673.2 million (Total Initial Allocation)					
Canada-New Brunswick Integrated Bilateral Agreement signed on March 15, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	Total
Initial Allocation:	\$165.2 million	\$347.1 million	\$46.2 million	\$114.6 million	\$673.2 million
Funds Committed (includes administration):	\$1.7 million	\$13.4 million	\$1.5 million	\$55.7 million	\$72.4 million
Projects Approved and Announced:	0	6	3	22	31
Funding Still Available**:	\$163.5 million	\$333.7 million	\$44.7 million	\$58.9 million	\$600.8 million
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ¹		Projects Approved: 3 Total Federal Contribution of \$36.8 million			
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$8.7 million Total Projects: 4	Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream		
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$79.4 million Total Projects: 133	Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream		
Gas Tax Fund		Allocation 2018-2019: \$47.6 million			
NOTABLE INFC-FUNDED PROJECTS					
Port Saint John West Side Terminals Modernization Project Given growing business and deteriorating infrastructure, Port Saint John, with the partnership support of the Government of Canada and the Province of New Brunswick, is undertaking a seven year terminal upgrade project to accommodate larger vessels and to have the proper handling capability required to service modern fleets.			Program: New Building Canada Fund – National Infrastructure Component INFC contribution: \$68.3 million		
Route 11 (Shediac to Miramichi) Upgrades The project involves transitioning from a two lane to four lane divided highway along two sections of Route 11 between the municipalities of Shediac and Bouctouche.			Program: New Building Canada Fund – National and Regional Projects INFC contribution: \$42.4 million		

Rural Broadband Internet Network Upgrade Project To develop broadband infrastructure for residents in rural New Brunswick, the project will include installing or enabling up to 3,000 kilometres of fibre-optic cable and upgrading existing equipment to better connect 170 fixed-wireless towers to the fibre-optic grid.	Program: Investing in Canada Infrastructure Program – Rural and Northern Communities Infrastructure Stream INFC contribution: \$40.0 million
Saint John Flood Mitigation strategy The project consists of improving three critical components of infrastructure within the city, including refurbishing the sea wall, raising or replacing city pumping stations, and relocating vulnerable electrical utility infrastructure on the Saint John waterfront.	Program: Disaster Mitigation and Adaptation Fund INFC contribution: \$11.9 million

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

NOVA SCOTIA PROVINCIAL PROFILE

POLITICAL CONTEXT

The **Liberal** Party of Nova Scotia formed a minority government following the last election on May 30, 2017. The Progressive Conservative Party is the Official Opposition. The next provincial election is expected to take place in 2021.

Nova Scotia has three regional municipalities, 26 towns, and 21 county or district municipalities. The next municipal election is expected to take place in October 2020.

PREMIER



Stephen McNeil, Premier
(elected May 30, 2017)

PROVINCIAL COUNTERPARTS



Lloyd Hines, Minister of Transportation and Infrastructure Renewal
(appointed June 15, 2017)

The Department of Transportation and Infrastructure Renewal is Infrastructure Canada's main partner with respect to provincial infrastructure projects.





Chuck Porter, Minister of Municipal Affairs and Housing
(appointed July 5, 2018)

The Department of Municipal Affairs is Infrastructure Canada's main partner with respect to municipal infrastructure projects.

GOVERNMENT PRIORITIES

Infrastructure among top priorities: The 2018 Speech from the Throne outlined a number of key priorities:

- timely access to healthcare;
- education and preparing youth for the workforce;
- strengthening communities, including through investments in transportation and infrastructure; and
- inclusive economic growth and strategic economic infrastructure, including high-speed internet.

PROVINCIAL INFRASTRUCTURE PRIORITIES

\$691.3 million capital plan for 2019-20, an increase of \$86.3 million from the previous year. This includes:

- \$303.8 million for highways and structures;
- \$93.7 million for buildings and land;
- \$10.6 million for information technology;
- \$13.4 million for vehicles and equipment;
- \$221.8 million in capital grants; and
- \$48 million in contingency funds.

Multi-year highway improvement plan: The province's Five-Year Highway Improvement Plan maps out the province's approach to repairing and maintaining 23,000 kilometres of roads and highways and 4,100 bridges, including continued work on multi-year projects to twin 100-series highways.

The 2019 provincial Budget included funding for infrastructure priorities, including:

- an additional \$2.5 million to *Develop Nova Scotia's* budget to deliver on its mandate, including managing a plan to deliver better access to high-speed internet in underserved areas;
- \$578,000 for a Municipal Innovation Program;
- \$13.8 million for the operating grant for the Nova Scotia to Maine ferry; and
- \$7 million provincial contribution for green infrastructure funding to help transition communities to a clean economy.

DRIVERS AND OTHER CONSIDERATIONS

Population growth: In 2019, the province's population reached 965,382 people, a new all-time high, largely due to record-breaking immigration numbers.

Aging population: To address an aging population, the Government's action plan is committed to valuing the social and economic contributions of older adults; promoting healthy, active living; and supporting aging in place.

ECONOMIC INDICATORS

Real GDP growth of 0.8 percent expected in 2019: as residential investment declines and non-residential investment slows, offset by public infrastructure investment and spending on the decommissioning of the Sable Offshore Energy Project. In 2020, the province expects real GDP growth to be 0.9 percent as residential construction continues to slow and international merchandise export growth moderates.

Balanced Budget: The 2019-2020 budget will be the province's fourth-balanced budget in a row, and the province is projecting a surplus of \$33.6 million (0.1 percent of GDP). The provincial government projects modest surpluses for each of the next four years.

Infrastructure Economic Accounts Data: In 2018, public (\$915 million) and private (\$574 million) industries investments in provincial infrastructure assets increased a combined \$47 million from the previous year.

Steady unemployment rate: It is expected by the province to remain at 8.1 percent in 2019.

The Nova Scotia construction industry has seen significant expansion over the past decade, with overall employment levels nearly doubling between 2003 and the 2013 peak.

A BuildForce Canada assessment of construction labour market conditions in the province indicates that over the next 10 years employment requirements are expected to remain near current levels; however labour markets will face increased pressure due to the retirement of nearly 25 percent of the province's construction workforce.



PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$828.5 million (Total Initial Allocation)					
Canada-Nova Scotia Integrated Bilateral Agreement signed on April 10, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$289.6 million	\$381.9 million	\$51.2 million	\$105.7 million	\$828.5 million
Funding Committed (includes administration):	\$15.4 million	\$180.2 million	\$25.7 million	\$17.2 million	\$238.4 million
Projects Approved and Announced:	1	16	3	10	30
Funding Still Available**:	\$274.2 million	\$201.7 million	\$25.6 million	\$88.6 million	\$590.1 million
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ¹			Projects Approved: 2 Total Federal Contribution of \$57.0 million		
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$32.2 million Total Projects: 25		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$86.9 million Total Projects: 75		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$58.5 million			
NOTABLE INFC-FUNDED PROJECTS					
Boat Harbour Remediation Project Boat Harbour, located just east of the Pictou Landing First Nation community, is the largest environmentally contaminated site in Nova Scotia. The goal of this remediation project is to return Boat Harbour to its original state of a tidal estuary.			Program: Investing in Canada Infrastructure Fund – Green Infrastructure Stream (Environmental Quality) INFC contribution: \$100.0 million		
Sackville-Bedford-Burnside Connector The Sackville-Bedford-Burnside Connector will extend Highway 107, build a high-speed bypass, and connect highways 101, 102, and 118. The project is expected to create 150 jobs.			Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects INFC contribution: \$86.5 million		

<p>Town of Bridgewater</p> <p>The community will implement a comprehensive energy poverty reduction program that will reduce the rate of energy poverty by 20 percent by 2025. The town will develop and implement a program that uses connected technologies and data to monitor energy use, improve its transportation systems, help 750 at-risk households implement energy efficient technologies and improve coordinated access to community services.</p>	<p>Program: Smart Cities Challenge</p> <p>INFC contribution: \$5.0 million</p>
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**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

PRINCE EDWARD ISLAND PROVINCIAL PROFILE

POLITICAL CONTEXT

The **Progressive Conservative** Party formed a minority government following the last election on April 23, 2019. The Green Party is the Official Opposition. The next provincial election is expected to take place on or before October 2, 2023.

There are 63 municipalities in Prince Edward Island (PEI). The next municipal election will be held Monday, November 7, 2022.

PREMIER



Dennis King, Premier
(elected April 23, 2019)

PROVINCIAL COUNTERPARTS



Steven Myers, Minister of Transportation, Infrastructure and Energy
(appointed May 9, 2019)

Ministry is responsible for the implementation/ongoing delivery of all INFC programming.



GOVERNMENT PRIORITIES

Infrastructure among top priorities: The Government's 2019 Speech from the Throne outlined three key priorities:

- *Making life better for all people* through strengthening the economy and increasing job opportunities, as well as addressing climate change and deepening reconciliation with First Nations;
- *Caring for people* through connecting communities, including through investments in high-speed internet and transportation infrastructure networks, efficient health care and mental health supports, lifelong learning and skills development; and
- *Respecting and listening to people*, including through strengthening trust and integrity in the political system.

The 2019 provincial Budget outlined investments in priority areas, including:

- more responsive health care;
- K-12 and early childhood education;
- increased support for social development (including poverty reduction and affordable housing);
- communities and business (including investments to modernize transportation infrastructure and broadband); and
- the environment, climate change and energy futures.

PROVINCIAL INFRASTRUCTURE PRIORITIES

Investments of \$610 million over the next five years planned under the province's five-year capital plan (2019-2020 to 2023-2024), including:

- \$162 million in the healthcare sector;
- \$111 million for capital additions in the education sectors; and
- \$254 million investment in transportation, infrastructure and energy.

The 2019 provincial budget announced new investments for community development and infrastructure, including:

- \$56 million for roads and bridges;
- \$13.8 million for water and wastewater;
- \$4.3 million in municipal grants; and
- \$2.2 million for local community growth initiatives.

DRIVERS AND OTHER CONSIDERATIONS

Growing population: The province's population has been steadily increasing, and as of April 1, 2019, the population is estimated to be 155,318. In addition, PEI's two year growth rate from 2016 to 2018 was 4.3 per cent, the highest of all provinces (and behind only the Yukon at 5.0 percent).

This increase is due largely to high levels of international immigration; at a rate of 13.8 per thousand, PEI had the highest immigration rate in the country in 2017-18.

Housing shortage: PEI is experiencing a housing shortage, and in 2018 the province had a vacancy rate of just 0.3 per cent.

In its 2019 Speech from the Throne, the Government signaled its intention to accelerate the development of affordable housing supply and to provide more rental supports.

In addition to the Government's investment in affordable housing, the private market recorded 1,089 new housing starts in 2018. The last time housing starts exceeded 1,000 units was in 1988.

ECONOMIC INDICATORS

Real GDP growth of approximately 2 percent in 2019, supported by relatively strong population growth, is estimated by the government.

Budget Surplus: The province is projecting a surplus of \$1.8 million (0.03 percent of GDP) in 2019-2020, growing to \$12.6 million (0.2 percent of GDP) by 2021-2022.

Infrastructure Economic Accounts Data: In 2018, public (\$167) and private (\$92 million) investments in provincial infrastructure assets increased by combined total of \$7 million from the previous year.

In 2018, the unemployment rate was 9.4 percent, and through May 2019, has continued to average 9.3 percent.

A BuildForce Canada assessment of construction labour market indicates rising employment requirements in the short-term, with moderating demand leading to a modest decline in industry employment over the latter half of the decade. As a result of an expected 1500 retirements over the next decade, the industry is expected to face labour shortages and will likely need to recruit workers from outside the local construction labour market.



PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$366.9 MILLION (Total Initial Allocation)					
Canada-Prince Edward Island Integrated Bilateral Agreement signed on August 16, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$27.1 million	\$228.1 million	\$29.1 million	\$82.7 million	\$366.9 million
Funds Committed (includes administration):	\$2.9 million	\$16.7 million	\$15.9 million	\$40.0 million	\$75.4 million
Projects Approved and Announced:	4	15	21	4	44
Funding Still Available**:	\$24.2 million	\$211.4 million	\$13.2 million	\$42.7 million	\$291.6 million
OTHER PROGRAMS					
Public Transit Infrastructure Fund		Initial Allocation: \$660,000 Total Projects: 2		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund		Initial Allocation: \$55.6 million Total Projects: 47		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$16.5 million			
NOTABLE INFC-FUNDED PROJECTS					
PEI 2020 30MW Wind Farm The wind farm will provide an additional 30 MW of renewable energy capacity for use on Prince Edward Island. It will be constructed on the North shore of PEI and is expected to provide approximately 100 million kWh of energy to the Island grid.			Program: Investing in Canada Infrastructure Program – Green Stream INFC Contribution: \$29.9 million The Northumberland Strait Submarine Transmission System (GIS) has been replaced by the PEI 2020 30MW Wind Farm		
Asphalt Resurfacing 2019-2023 and Bridges 2019-2023 This work will include resurfacing 270 kilometers of PEI's National Highway System, and rehabilitating roads and highways over the next four years. The projects will also include the replacement of 18 bridges.			Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects		

	INFC contribution: \$39.2 million (roads); \$34.3 million (bridges)
PEI Broadband Expansion This project will deliver high-speed broadband Internet services to almost 30,000 residents across PEI, through a combination of fibre and fixed wireless technologies.	Program: Investing in Canada Infrastructure Program – Rural and Northern Communities Infrastructure Stream INFC contribution: \$17.8 million (Bell Canada); \$15.2 million (Xplornet)

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

NEWFOUNDLAND AND LABRADOR PROVINCIAL PROFILE

POLITICAL CONTEXT

The **Liberal** Party of Newfoundland and Labrador was re-elected to form a minority government following the last election on May 16, 2019. The Progressive Conservative Party is the Official Opposition. The next provincial election is expected to take place by 2023.

There are 276 incorporated municipalities in the province. The next municipal election is expected to take place in September 2021.

PREMIER



Dwight Ball, Premier
(re-elected May 16, 2019)

PROVINCIAL COUNTERPARTS



Derrick Bragg, Minister of Municipal Affairs and Environment
(appointed September 13, 2019)

The Department of Municipal Affairs and Environment is the principal partner for the Investing in Canada Infrastructure Program, the Public Transit Infrastructure Fund, the



Clean Water and Wastewater Fund, the Small Communities Fund, certain National Regional Projects (New Building Canada Fund), and the Federal Gas Tax Fund.



Steve Crocker, Minister of Transportation and Works
(appointed May 30, 2019)

The Department of Transportation and Works has responsibilities for provincial projects under the Investing in Canada Infrastructure Program and certain National and Regional Projects (New Building Canada Fund).

GOVERNMENT PRIORITIES

The Government's June 2019 Speech from the Throne priorities included:

- returning to surplus through sound fiscal management;
- creating jobs;
- enhancing education;
- developing natural resources in an environmentally sustainable manner; and
- improving access to preventive and supportive health care.

Reintroduced by the Government in June 2019, the 2019 provincial budget outlined the Government's plan to maintain focus on financial sustainability while delivering on priority investments, including:

- seniors, children and inclusive communities;
- education, skills and childhood development;
- health and healthy living;
- safe and sustainable communities;
- Indigenous people;
- infrastructure; and,
- industry development.

PROVINCIAL INFRASTRUCTURE PRIORITIES

Continuing to invest in infrastructure: The province's five-year infrastructure plan is focused on improving access to services while creating new opportunities for businesses and the local workforce.

- Over the next five years, the province plans to invest \$3 billion in infrastructure.
- In 2019-2020, the province is investing \$594.3 million in new and existing schools, healthcare facilities, post-secondary institutions, roads and bridges, justice facilities, affordable housing and municipal infrastructure.
- These investments are expected to generate \$580 million in economic activity and 5,100 person years of employment.

DRIVERS AND OTHER CONSIDERATIONS

Impacted by climate change: Average annual temperatures have increased approximately 0.8°C above historical norms, the frequency of hurricanes and tropical storms has doubled in comparison to the last century, and coastal erosion, sea-level rise and sea surge are impacting coastal and marine areas. This has led to increased permafrost melt and flooding, in turn resulting in infrastructure damage, as well as reduced sea ice and changes in animal habitat.

Economic growth challenges: In 2019, the Newfoundland and Labrador Department of Finance released a commissioned report from McKinsey and Company, which noted key structural challenges faced by the province, including: high reliance on extractive sectors; an aging population; and a vast geography and low-density population.

Muskrat Falls: Approved by the province in 2012, the Muskrat Falls hydroelectric project is intended to help meet the province's long term energy needs by providing clean and renewable energy.

- Over the course of the project, there have been a number of challenges, including delays and an increase in the estimated costs between the time the project was approved in 2012, and the costs incurred by Nalcor Energy, a provincial Crown corporation, during project execution.
- In 2017, a *Commission of Inquiry Respecting the Muskrat Falls Project* was established to examine a number of issues such as whether all options were considered at the time of sanctioning the project, as well as cost differences.
- A final report of the Inquiry is expected on or before December 31, 2019. The 2019 provincial budget noted that the Muskrat Falls Project accounts for more than one-third of the province's total direct and indirect debt, and bond rating agencies have identified it as the largest downward pressure on the province.

ECONOMIC INDICATORS

Increase in GDP: The provincial government expects real GDP growth to rebound to 4.1 percent in 2019, largely driven by increases in capital spending and crude oil and mineral production and exports.

Budget surplus: The province is projecting a surplus of \$1.9 billion (5.5 percent of GDP) in 2019-2020, due to the upfront booking of a \$2.5 billion revenue stream from the Hibernia-Backed Dividend Annuity agreement with the Government of Canada.

Although the province is projecting a return to deficits in 2020-2021 and 2021-2022, it forecasts returning to surplus in 2022-2023, with a projected surplus of \$23 million (0.1 percent of GDP).

Infrastructure Economic Accounts Data: In 2018, private (\$808 million) and public (\$2.9 billion) investments in provincial infrastructure assets increased by a combined \$14 million from the previous year.

Province expects the unemployment rate to decrease to 13.1 percent in 2019 due to higher employment levels.

A BuildForce Canada assessment of construction labour market conditions suggests that the province is descending from a period of significant construction expansion that started in 2004. The decline, brought upon by lower resource prices and the completion of current major projects, is poised to return construction employment to pre-resource-boom levels from a decade ago.

PROVINCIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$555.8 million (Total Initial Allocation) Canada-Newfoundland and Labrador Integrated Bilateral Agreement signed on September 17, 2018					
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	TOTAL
Initial Allocation:	\$109.1 million	\$302.4 million	\$39.8 million	\$104.6 million	\$555.8 million
Funds Committed (includes administration):	\$0.7 million	\$41.4 million	\$8.9 million	\$23.1 million	\$74.1 million
Projects Approved and Announced:	0	85	14	46	145
Funding Still Available**	\$108.4 million	\$261 million	\$30.9 million	\$81.5 million	\$481.8 million
MERIT-BASED PROGRAMS					
Disaster Mitigation and Adaptation Fund ¹			Projects Approved: 1 Total Federal Contribution of \$15.2 million		
OTHER PROGRAMS					
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$4.9 million Total Projects: 17		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$70.6 million Total Projects: 132		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund		Allocation 2018-2019: \$32.9 million			
NOTABLE INFC-FUNDED PROJECTS					
Core Science Facility (St. John’s) A new facility at Memorial University, in St. John’s will house research and laboratory teaching spaces for science and engineering students, as well as collaborative work areas for university and industry partners.			Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects INFC contribution: \$99.8 million		
Trans-Labrador Highway The project includes widening and paving 126 kilometers of road from 160 km east of Happy Valley-Goose Bay to Cartwright Junction, which is expected to allow for safer and more efficient travel and contribute to Labrador’s economic growth.			Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – National and Regional Projects INFC contribution: \$31.9 million		

Replacement of provincial highway bridges This project will improve or replace aging highway bridges along Route 1 (Trans-Canada Highway), in western and central Newfoundland, Route 440 (North Shore Highway), and Route 460 (Hansen Memorial Highway). Once complete, this project will help protect over 300,000 residents within a 700 km ² area.	Program: Disaster Mitigation and Adaptation Fund INFC contribution: \$15.2 million
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**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

YUKON TERRITORIAL PROFILE

POLITICAL CONTEXT

The **Yukon Liberal Party** formed a majority government following the last election on November 7, 2016. The Yukon Party is the Official Opposition. The next territorial election is expected to take place on or before November 14, 2021.

There are 8 municipalities in the Yukon. Elections are held every three years, with the next election anticipated to take place in October 2021.

PREMIER



Sandy Silver, Premier
(elected November 7, 2016)

TERRITORIAL COUNTERPARTS



John Streicker, Minister of Community Services
(appointed December 3, 2016)

The Department of Community Services is Infrastructure Canada's principal partner in the Territory



Richard Mostyn, Minister of Highways and Public Works, Minister of the Public Service Commission (appointed December 3, 2016)

The Department of Highways and Public Works, in collaboration with the Department of Community Services, oversees and delivers the Yukon Gateway Resource Project and other highway projects



GOVERNMENT PRIORITIES

The 2019 Speech from the Throne focused on a number of priorities, including:

- climate change mitigation and adaptation and environmental protection;
- growing the economy, with a specific focus on responsible mineral development and tourism;
- modern infrastructure to support a growing economy;
- improving educational outcomes;
- building safer communities; and
- timely access to health care.

The Speech from the Throne also outlined the Government's commitment to deliver on its priorities through open and transparent processes that engage local citizens in the decision making process.

The 2019 territorial Budget outlined the Government's commitment to:

- sound fiscal management;
- a healthy economy;
- investing in affordable housing, quality education and reliable health care; and
- strategic investments in infrastructure in order to contribute to healthy, vibrant, sustainable communities.

TERRITORIAL INFRASTRUCTURE PRIORITIES

Support for a growing economy: The 2019-2020 capital plan presents projects in six categories:

- land development, social development, education, and health (\$80.8 million);
- community and First Nations infrastructure (\$53.0 million);
- real property and asset management (\$28.2 million);
- transportation infrastructure (\$92.1 million);
- energy (\$13.9 million); and
- information technology (\$20 million).

Investments highlighted in the capital plan are intended to support a growing economy, improve the delivery of government services, and demonstrate a commitment to greater transparency for those involved in government procurement, construction, and infrastructure projects.

Given the impact of climate change on the north, the Government committed to the development of a **10-year Climate Change, Energy and Green Economy Strategy** that will set out ambitious targets to reduce greenhouse gas emissions and will also serve as the Government's guide to connecting economic goals with environmental values. A number of projects totaling \$60 million are already underway, or recently announced, and is expected to help reduce Yukon's carbon footprint, including:

- A new battery energy storage system in Whitehorse, for the Yukon Energy Corporation; and
- The first stage of the Stewart to Keno transmillion line project to replace 31 kilometres of the Mayo-McQuesten line.

As transportation presents a particular challenge for reducing greenhouse gas emissions, the 2019 Speech from the Throne outlined the Government’s intention to electrify the Alaska Highway, support more electric buses for Whitehorse, and increase the number of electric vehicles in its own fleet.

Several projects aligned with the Yukon Government’s efforts to support the growing economy were also highlighted in the 2019 Speech from the Throne, including upgrades to the Mayo aerodrome to better accommodate increased activity in the region, and work on bridges (Nares and Teslin), roads (Carmacks Bypass) and highways (North Klondike).

DRIVERS AND OTHER CONSIDERATIONS

Fastest growing population: Yukon’s population has grown faster than any other Canadian jurisdiction over the last decade. This population growth is expected to continue over the next several years, putting pressure on Yukon’s systems and services.

Tightening labour market conditions: Yukon’s 2019 fiscal and economic update suggests that it is unlikely that employers can fill the gap by drawing more Yukoners into the labour force as the number of people looking for work continues to fall.

ECONOMIC INDICATORS

Robust economic expansion: Real GDP growth of 3.3 percent is expected in 2019, before easing back to 2.4 percent in 2020. Further growth is expected through 2023.

The mining sector is expected to provide a key source of growth over the next several years.

Operating surplus: The territory is forecasting a core planning deficit of \$5.9 million in 2019. However, when revenue, expenses and adjustments related to asset revaluations are taken into account, the territory predicts an “operating surplus” of \$3.8 million in 2019.

Robust employment figures: The unemployment rate is expected to increase to 3.9 percent across 2019 (from 2.7 percent in 2018). Beyond 2019, the unemployment rate is expected to remain below 5 percent over 2019 to 2023.

TERRITORIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$445.6 million (Total Initial Allocation) Canada-Yukon Integrated Bilateral Agreement signed on May 2, 2018						
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	ARCTIC ENERGY FUND	TOTAL
Initial Allocation:	\$9.9 million	\$207.1 million	\$26.0 million	\$152.6 million	\$50.0 million	\$445.6 million
Funds Committed (includes administration):	\$2.4 million	\$81.2 million	\$21.3 million	\$59.1 million	\$0.6 million	\$164.7 million
Projects Approved and Announced:	2	12	7	9	0	24 ¹
Funding Still Available**:	\$7.5 million	\$125.8 million	\$4.7 million	\$93.5 million	\$49.4 million	\$280.9 million
OTHER PROGRAMS						
Public Transit Infrastructure Fund (PTIF)			Initial Allocation: \$0.9 million Total Projects: 1		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream	
Clean Water and Wastewater Fund (CWWF)			Initial Allocation: \$51.4 million Total Projects: 20		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream	
Gas Tax Fund			Allocation 2018-2019: \$16.5 million			
NOTABLE INFC-FUNDED PROJECTS						
Yukon Resource Gateway Project The project will upgrade existing infrastructure to two key areas of high mineral potential and active mining in the Yukon. The project is expected to result in approximately 650 kilometres of upgraded roads, bridges, culverts and stream crossings.				Program: New Building Canada Fund – National Infrastructure Component INFC contribution: \$247.4 million		
Nisutlin Bay Bridge The bridge is a critical link along the Alaska Highway, and cultural landmark for the Teslin Tlingit Council. The project will upgrade the Nisutlin Bay Bridge, resulting in a safer, more reliable and sustainable structure that can accommodate an increase in traffic, while also improving access for pedestrians and cyclists. Construction is anticipated to be complete by 2023.				Program: New Building Canada Fund – Provincial-Territorial Infrastructure Component – Small Communities Fund INFC contribution: \$41.3 million		

Dempster Fibre Project

The project consists of constructing a fibre line of approximately 777 km to improve broadband connectivity resiliency, linking Dawson City, Yukon Territory with Inuvik, Northwest Territories along the Dempster Highway. The project aims to increase diverse broadband communication resiliency to 70 communities across the north, ensuring that a single fibre cut along the loop will not interrupt service.

Program: Investing in Canada Infrastructure Fund

INFC Contribution: \$29.0 million

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ Projects with funding from multiple streams appear in each applicable stream, but are only counted once in the total.

NORTHWEST TERRITORIES TERRITORIAL PROFILE

POLITICAL CONTEXT

The Northwest Territories operates under a **Consensus Government**. Members of the Legislative Assembly are **elected as independents** and meet as a caucus to identify the premier. Members not in the Cabinet serve as the “unofficial opposition”. The next territorial general election is expected to take place on October 3, 2023.

There are 33 municipalities in the Northwest Territories. Municipal elections are held every two to three years.

PREMIER



Caroline Cochrane, Premier
(elected Oct 24, 2019)

TERRITORIAL COUNTERPARTS



Katrina Nokleby, Minister of Infrastructure, Minister of Industry, Tourism and Investment and Minister Responsible for the Workers’ Safety and Compensation Commission. (appointment effective November 8, 2019)

The Department of Infrastructure is Infrastructure Canada’s main partner with respect to the Investing in Canada Infrastructure Program.





Paulie Chinna, Minister of Municipal and Community Affairs, Minister Responsible for Northwest Territories Housing Corporation and Minister Responsible for Homelessness (appointment effective November 8, 2019)

The Department of Municipal and Community Affairs has responsibilities for the Community, Culture and Recreation Stream, and community-oriented projects in the Rural and Northern Stream, under the Investing in Canada Infrastructure Program.

The Department is also responsible for the implementation of the Gas Tax Fund Administrative Agreement, the Clean Water and Wastewater Fund and the Public Transportation Infrastructure Fund Bilateral Agreements, and the Small Communities Fund Funding Agreement.

GOVERNMENT PRIORITIES

The 2017 Speech from the Throne outlined a number of key priorities, including:

- improving accountability, transparency and collaboration in, and across, government;
- lowering the cost-of-living;
- fostering lifelong learning, skills development, training and employment;
- promoting community wellness and safety; and,
- investing in economic diversification, land development and environmental stewardship.

Taking an approach that prioritizes “carefully managed spending,” the 2019 Budget proposed \$1.9 billion in spending to support the priorities of the Assembly, as outlined above, and strengthen existing programs.

TERRITORIAL INFRASTRUCTURE PRIORITIES

\$343.2 in capital spending: Building on commitments to fund infrastructure, the territorial capital plan announced total capital spending of \$343.2 million across the territory for 2019-2020.

The Department of Infrastructure has planned for \$194.8 million in spending for 2019-2020.

Other infrastructure commitments include:

- \$1.3 million to support infrastructure delivery, including the Investing in Canada Infrastructure Program and other large capital commitments;
- \$2.1 million to protect new capital projects coming into service in 2019-2020;
- \$1.9 million to support community government operations, maintenance, water and sewer expenses;
- \$2.6 million for a Land Use Planning Committee that will support intergovernmental planning with regional governments, including First Nations;

-
- More than \$40 million through the 2030 Energy Strategy for energy-related capital projects that will provide alternative energy options; and,
 - \$555,000 to support data management, reporting and outreach to improve understanding of climate change within the territory, build resilience and adaptation, and transition to a low-carbon economy as part of the 2030 NWT Climate Change Strategic Framework.

DRIVERS AND OTHER CONSIDERATIONS

Aging infrastructure: According to Premier McLeod, the Northwest Territories has the oldest infrastructure in the country. This, coupled with significant infrastructure deficit, hampers economic growth and lends to higher costs of living.

Economic growth and diversification: economic viability depends on strengthening the sustainability of the territorial economy and exploring opportunities for economic diversification beyond non-renewable resource industries. Growing the population and expanding the pool of skilled labour also remains a key challenge for the territory.

Climate change: Through the release of its 2030 Energy Strategy, the government has committed to addressing climate change and will work across governments and with stakeholders to implement the strategy and coordinate adaptation and mitigation efforts.

ECONOMIC INDICATORS

Strong economic growth: averaging real GDP growth of 2.1 percent in 2019, after an estimated gain of 0.3 percent in 2018. Growth is attributed to continued diamond production, renewed oil extraction and public investments.

Increasing territorial deficit: The territory is projecting a deficit of \$7 million in 2019-2020, with total debt expected to increase to \$1.1 billion by the end of 2019-2020.

Infrastructure Economic Accounts Data: In 2018, public (\$221 million) and private (\$115 million) industry investments increased by a combined \$10 million 2017.

Job loss contributes to unemployment: unemployment is expected to average to 7.3 percent in 2019. The Conference Board of Canada predicts a downturn in the mining industry as mines pass peak productivity, leading to job losses in a number of industries, including construction where losses will reach about 40 percent by 2040.

TERRITORIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$570.8 million (Total Initial Allocation)

Canada-Northwest Territories Integrated Bilateral Agreement signed on March 7, 2018

	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	ARCTIC ENERGY FUND	TOTAL
Initial Allocation:	\$8.3 million	\$208.2 million	\$26.2 million	\$153.0 million	\$175.0 million	\$570.8 million
Funds Committed (includes administration):	\$0.1 million	\$51.7 million	\$10.5 million	\$23.3 million	\$60.6 million	\$146.2 million
Projects Approved and Announced:	0	9	9	8	4	30
Funding Still Available**:	\$8.2 million	\$156.6 million	\$15.7 million	\$129.7 million	\$114.4 million	\$424.5 million

MERIT-BASED PROGRAMS

Disaster Mitigation and Adaptation Fund¹

Projects Approved: 3

Total Federal Contribution of \$64.1 million

OTHER PROGRAMS

Public Transit Infrastructure Fund (PTIF)	Initial Allocation: \$0.3 million Total Projects: 1	<u>Note:</u> Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program's Public Transit funding stream
Clean Water and Wastewater Fund (CWWF)	Initial Allocation: \$51.7 Total Projects: 29	<u>Note:</u> Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program's Green Infrastructure stream
Gas Tax Fund	Allocation 2018-2019: \$16.5 million	

NOTABLE INFC-FUNDED PROJECTS

Northwest Territories Highways Improvements #2 Improvements to more than 200 kilometres of highway, community access roads and bridges were supported through this project.	Program: New Building Canada Fund – Small Communities Fund INFC contribution: \$47.3 million
Inuvik Wind Generation Funding will be used to install wind turbines, a grid controller and a large battery storage system that will provide energy when the winds slow. Resources to build road from the Highway to the wind turbines, and to connect, to the local electric grid is also included. In addition to lowering greenhouse gas emissions, the project is expected to reduce	Program: Investing in Canada Infrastructure Program – Arctic Energy Fund INFC contribution: \$30.0 million

the price of power in the region, contributing to a lower-cost of living for residents.	
Flood Hazard Mitigation for the Yellowknife Region The Northwest Territories will replace 8.5 kilometres of underwater pipe and invest in natural infrastructure to protect the community drinking water supply against extreme weather and increase the capacity for floodwater retention.	Program: Disaster Mitigation and Adaptation Fund INFC contribution: \$25.9 million

**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

¹ As DMAF is a merit-based, competitive program, projects are submitted directly to Infrastructure Canada by eligible applicants (such as municipalities, provinces, and Indigenous organisations), provinces and territories do not prioritize projects for approval.

NUNAVUT TERRITORY PROFILE

POLITICAL CONTEXT

Nunavut operates under a **Consensus Government**. Members of the Legislative Assembly are **elected as independents** and meet as a caucus to identify the premier. Members who are not in the Cabinet serve as the “unofficial opposition”. The next territorial election is expected to take place in fall 2021.

Nunavut has 25 municipal councils for which elections are held every four years. Municipal elections were held on October 28, 2019, and are expected to take place again in 2023.

PREMIER



Joe Savikataaq, Premier
(elected June 14, 2018)

TERRITORIAL COUNTERPART



Lorne Kusugak, Minister of Community and Government Services
(appointed November 17, 2017)

The Ministry of Community and Government Services is responsible for managing all federal infrastructure agreements including the Integrated Bilateral Agreement.



GOVERNMENT PRIORITIES

Infrastructure among top priorities: The Turaaqtavut document outlines five priority areas that will guide the Government until 2021, including:

- working towards the well-being and self-reliance of Nunavummiut;
- developing Nunavut's infrastructure and growing the economy;
- providing education and training for children, youth and adults to prepare them for good jobs;
- strengthening Nunavut as a distinct territory; and
- working in partnership to advance the goals and aspirations of Nunavummiut.

TERRITORIAL INFRASTRUCTURE PRIORITIES

\$177.5 million in capital spending: The 2019 Budget identifies \$177.5 million in capital spending in 2019-2020.

- Nearly half of all spending is dedicated to capital investments by two departments - Nunavut Housing Corporation (\$47.1 million) and Community and Government Services (\$39.9 million).
- Investments are consistent with commitments to invest in infrastructure to create more jobs, including opportunities in the mining and construction sectors.

Housing investments: Nunavut Housing Corporation will build approximately 100 new homes in 2019-2020, funding by both territorial and federal governments.

Recovery centre: Capital spending in the Budget also includes \$4.6 million to develop an addiction recovery centre.

Energy systems: Nunavut is investing in retrofits and diesel generator improvements.

Planning: Integrated Community Infrastructure Sustainability Plans were developed to meet the requirements of the Gas Tax Fund, but remain ever green, helping communities think systemically about the planning and implementation of new infrastructure and supporting the creation and measurement of long-term infrastructure development goals.

DRIVERS AND OTHER CONSIDERATIONS

Vast geography: The size of the territory relative to the population creates challenges for the delivery of programs and services. Further, dependence on access to the sea and the lack of adequate marine facilities affects safety and presents a barrier to economic development.

Young and growing population: the young and fastest growing populations places demands on services and further increases pressure on already-aging facilities.

Closing the digital divide: access to reliable and affordable telecommunications services would help support economic and social futures and contribute to improving economic, health and social outcomes.

Climate change and permafrost vulnerabilities: Permafrost vulnerability maps were created to support decision-makers in seven communities plan for infrastructure, but further support for assessing and adapting to the impacts of climate change is needed.

Aging infrastructure: limited construction resources, including labour supply, and short building seasons contribute to escalating costs of building and maintaining assets, consequently, buildings that have exceeded expected lifespans remain in use.

ECONOMIC INDICATORS

Strong economic growth: expected to average 4.6 percent annually for the next several years. Real GDP is expected to grow by 8.2 percent in 2019, due to population growth and investments in public infrastructure and the resource-sector.

Territorial deficit: The territory is projecting a deficit of \$34 million, 1.0 percent of GDP, in 2019-2020. As of December 31, 2018, total debt stood at \$432.2 million.

Infrastructure Economic Accounts Data: In 2018, public (\$178 million) and private (\$92 million) industry investments increased by a combined \$6 million from 2017.

Relatively steady unemployment: Unemployment in Nunavut was 14.1 percent in 2018, down a half a percentage point over 2017. In 2019, the government will pursue opportunities to create jobs through construction, particularly housing.



TERRITORIAL FUNDING PROFILE OF INFRASTRUCTURE CANADA PROGRAMS*

INVESTING IN CANADA INFRASTRUCTURE PROGRAM: \$566.8 million (Total Initial Allocation) Canada-Nunavut Integrated Bilateral Agreement signed on April 17, 2018						
	PUBLIC TRANSIT	GREEN INFRASTRUCTURE	COMMUNITY, CULTURE AND RECREATION	RURAL AND NORTHERN	ARCTIC ENERGY FUND	TOTAL
Initial Allocation:	\$6.1 million	\$207.1 million	\$26.0 million	\$152.6 million	\$175.0 million	\$566.8 million
Funds Committed (includes administration):	\$0	\$37.5 million	\$0.8 million	\$158.7 million	\$36.7 million	\$233.7 million
Projects Approved and Announced:	0	2	0	1	4	7
Funding Still Available**:	0	\$169.5 million	\$25.2 million	\$0	\$138.3 million	\$333.0 million
OTHER PROGRAMS						
Public Transit Infrastructure Fund (PTIF)		Initial Allocation: \$0 Total Projects: 0		Note: Funds are fully committed; unspent funding from PTIF will be transferred to the Investing in Canada Infrastructure Program’s Public Transit funding stream		
Clean Water and Wastewater Fund (CWWF)		Initial Allocation: \$51.3 million Total Projects: 3		Note: Funds are fully committed; unspent funding from CWWF will be transferred to the Investing in Canada Infrastructure Program’s Green Infrastructure stream		
Gas Tax Fund		Allocation 2018-2019: \$16.5 million				
NOTABLE INFC-FUNDED PROJECTS						
Undersea Fibre Optic Cable Project Linking Greenland and Nunavut Supporting efforts to improve the affordability and speed of internet in Iqaluit, this project will fund 1,700 kilometres of fibre optic cable from Nuuk, Greenland to Iqaluit, Nunavut. The project is expected to be completed by 2023.				Program: Investing in Canada Infrastructure Program – Rural and Northern Communities Infrastructure stream INFC contribution: \$151.2 million		
Qikiqtani Correctional Healing Centre Funding will contribute to the construction of a new two-story maximum security unit and the renovation of the existing correctional facility into two medium security living units with program counselling facilitates. These changes are expected to increase security, enhance inmate care, and improve skills training.				Program: New Building Canada Fund – Small Communities Fund INFC contribution: \$56.6 million		

<p>Nunavut Communities Smart Cities Challenge Finalist</p> <p>The communities of Nunavut will be establishing a network of Makerspaces to serve as hubs for culturally adapted digital and STEAM-based learning activities that will enable and empower youth to develop new skillsets while supporting mental wellness and improved life promotion.</p>	<p>Program: Smart Cities Challenge</p> <p>INFC contribution: \$10.0 million</p>
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**Note: Information reflects data as of October 16, 2019.*

***Note: Funding Still Available also reflects funding transferred in or out of the Initial Allocation for approved projects under other streams or other programs.*

PROVINCIAL/TERRITORIAL COUNTERPARTS

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
BRITISH COLUMBIA			
Ministry of Municipal Affairs and Housing	Selina Robinson, Minister of Municipal Affairs and Housing (appointed July 18, 2017)	250-387-2283 mah.minister@gov.bc.ca	The Ministry provides leadership in supporting local governments, not-for-profit organizations and residents to build vibrant and healthy communities that are well governed, liveable, safe, economically resilient, and socially and environmentally responsible; and provides British Columbians with access to more affordable, safe and appropriate housing through policy and programs, technical codes and standards, and services for landlords and tenants.
Ministry of Transportation and Infrastructure	Claire Trevena, Minister of Transportation and Infrastructure (appointed November 9, 2018)	250-387-1978 Minister.Transportation@gov.bc.ca	The Ministry plans transportation networks, provides transportation services and infrastructure, develops and implements transportation policies, and administers related acts and regulations, as well as federal-provincial funding programs, including the Building Canada Fund.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
ALBERTA			
Ministry of Infrastructure	Prasad Panda, Minister of Infrastructure (appointed April 30, 2019)	780-427-5041 <div></div>	The Ministry designs, builds, manages and maintains government-owned and operated facilities, and collaborates with other ministries to ensure that school and hospital infrastructure meets the needs of Alberta’s population. The Ministry is also responsible for leading the development of the provincial Capital Plan.
Ministry of Transportation	Ric McIver, Minister of Transportation (appointed April 30, 2019)	780-427-2080 transportation.minister@gov.ab.ca	<p>The Ministry consists of the Department of Transportation and the Alberta Transportation Safety Board (ATSB).</p> <p>The Department manages transportation safety, supports municipalities with public transportation and water/wastewater facilities, expands and enhances the transportation system, and develops and maintains the provincial highway network and water management infrastructure.</p>
Ministry of Municipal Affairs	Kaycee Madu, Minister of Municipal Affairs (appointed April 30, 2019)	780-427-3744 minister.municipalaffairs@gov.ab.ca	The Ministry helps provide collaborative and accountable local government to Albertans. Other services include funding supports for municipalities and a comprehensive approach to managing emergencies through the Alberta Emergency Management Agency.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
SASKATCHEWAN			
Ministry of Highways and Infrastructure	Greg Ottenbreit, Minister of Highways and Infrastructure (appointed August 13, 2019)	306-787-6447 hi.minister@gov.sk.ca	The Ministry is responsible for highway projects under Infrastructure Canada's programs, beyond the Investing in Canada Program.
Ministry of Government Relations	Lori Carr, Minister of Government Relations (appointed August 13, 2019)	306-787-6100 Minister.gr@gov.sk.ca	The Ministry is responsible for municipal relations, public safety, and First Nations, Métis and northern affairs, and enhancing the quality of life for all Saskatchewan people; and to promote community safety.
SaskBuilds	Gordon Wyant, Minister responsible for SaskBuilds (appointed August 15, 2018)	306-787-7360 minister.edu@gov.sk.ca	SaskBuilds is an innovation-focused Treasury Board Crown Corporation with a mandate to lead the delivery of large and complex infrastructure projects for public sector clients, lead long-term integrated capital planning for government, and modernize procurement practices across government.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
MANITOBA			
Manitoba Infrastructure	Ron Schuler, Minister of Infrastructure (appointed August 17, 2017)	204-945-3723 minmi@leg.gov.mb.ca	Manitoba Infrastructure is responsible for the development of transportation policy and legislation, and management of the province’s infrastructure network. To meet these responsibilities, the Department delivers a wide range of programs and services that play a critical role in sustaining the contributions of the transportation sector to Manitoba’s economic growth.
Manitoba Municipal Relations	Rochelle Squires, Minister of Municipal Relations (appointed October 23, 2019)	204-945-3730 minsdev@leg.gov.mb.ca (minmr@leg.gov.mb.ca)	Manitoba Municipal Relations works with municipalities, planning districts, and non-governmental organizations to build and maintain strong, healthy and well-managed communities across the province. Minister Squires is Infrastructure Canada's key ministerial contact.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
ONTARIO			
Ministry of Infrastructure	Laurie Scott, Minister of Infrastructure (appointed June 20, 2019)	416-327-4412	The Ministry is responsible for making smart, targeted infrastructure investments to make the province's roads safer, commutes easier and communities healthier - protecting what matters most to people for future generations.
Ministry of Transportation	Caroline Mulroney, Minister of Transportation (appointed June 20, 2019) & Francophone Affairs (appointed June 29, 2018)	416-327-9200	The Ministry is responsible for moving people and goods safely, efficiently and sustainably across Ontario to improve quality of life and support a globally competitive economy.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
QUÉBEC			
Ministère des Finances	Eric Girard, Ministre des Finances (appointed October 18, 2018)	418-643-5270 ministre@finances.gouv.qc.ca	The Ministry proposes economic, fiscal, budgetary and financial policies, as well as financial assistance and tax incentive measures to promote and support growth in the economy, investment, and employment.
Secrétariat du Conseil du trésor	Christian Dubé, Ministre responsable de l'Administration gouvernementale et Président du Conseil du Trésor (appointed October 18, 2018)	418-643-5926 cabinet@sct.gouv.qc.ca	Through its analyses and recommendations to the Conseil du trésor, the Secretariat ensures the optimal and equitable allocation and management of resources as well as sound contract management, and also assists departments and agencies in these matters.
Ministère des Transports	François Bonnardel, Ministre des Transports (appointed October 18, 2018)	418-643-6980 ministre@transports.gouv.qc.ca	<p>The Ministry provides innovative leadership in the management of transport networks, equipment, services and facilities of the programs for which it is responsible, including public transit.</p> <p>The Ministry is also Infrastructure Canada's primary interlocutor with regards to the Samuel De Champlain Bridge Corridor Project.</p>
Ministère des Affaires municipales et de l'Habitation	Andrée Laforest, Ministre des Affaires municipales et de l'Habitation (appointed October 18, 2018)	418-691-2050 ministre@mamh.gouv.qc.ca	The Ministry supports municipal administration and sustainable land use planning, development and occupation for the benefit of residents. The Ministry aims to be a key partner for municipalities in the development of sustainable, dynamic and attractive living environments for all citizens.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
NEW BRUNSWICK			
Department of Transportation and Infrastructure	Bill Oliver, Minister of Transportation and Infrastructure (appointed November 9, 2018)	506-453-3939 Bill.Oliver@gnb.ca	The Department's responsibilities include highways and roads, bridges and ferries, and trucking.
Department of Justice and Office of the Attorney General	Andrea Anderson-Mason, Attorney General and Minister responsible for the Regional Development Corporation (appointed November 9, 2018)	506-755-2810 Andrea.AndersonMason@gnb.ca	The Regional Development Corporation is the provincial Crown Corporation that plans, coordinates and implements regional and economic development initiatives for the province.
Department of Environment and Local Government	Jeff Carr Minister of Environment and Local Government (appointed November 9, 2018)	506-453-2690 [REDACTED]	The Department provides integrated stewardship through planning and management of land use, zoning development and waste management issues. It ensures effective enforcement of, and compliance with, environmental legislation and regulations. It provides effective consultation and liaison with municipal governments and Local Service Districts on governance issues. The Department is also a co-signatory of the New Brunswick Gas Tax Fund agreement with the Regional Development Corporation.
Department of Intergovernmental Affairs	Minister of Intergovernmental Affairs (Vacant)		The Department supports Atlantic Canada Cooperation, Federal-Provincial-Territorial Relations, relations with the United States, international relations, and the Francophonie.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
NOVA SCOTIA			
Department of Transportation and Infrastructure Renewal	Lloyd Hines, Minister of Transportation and Infrastructure Renewal (appointed June 15, 207)	902-424-2297 TIRMIN@novascotia.ca	The Department builds and maintains provincial infrastructure, including highways construction and maintenance, bridges and government buildings.
Department of Municipal Affairs	Chuck Porter, Minister of Municipal Affairs and Housing (appointed July 5, 2018)	<div></div> dmamin@novascotia.ca	The Department provides programs, grants and funding to municipalities and community groups. The department provides services and guidance to municipalities, towns and villages in many areas including safety and security, budget planning and finance, and policy and program development.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
PRINCE EDWARD ISLAND			
Department of Transportation, Infrastructure and Energy	Steven Myers, Minister of Transportation, Infrastructure and Energy (appointed May 9, 2019)	902-368-5120	The Department provides for essential transportation systems for the public and the effective and efficient transportation of goods. It also provides the infrastructure for government services in building construction, Crown land management, building maintenance and accommodations, and works to improve the province's physical assets, including energy supply and distribution.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
NEWFOUNDLAND AND LABRADOR			
Department of Transportation and Works	Steve Crocker, Minister of Transportation and Works (appointed May 30, 2019)	709-729-3679 twminister@gov.nl.ca	The Department is responsible for the construction and maintenance of the provincial highways; the provision of the provincial ferry services; management of the provincial government fleet of light vehicles and heavy equipment; operation and maintenance of the provincial government air ambulances and water bombers; and construction and management of provincial government buildings.
Department of Municipal Affairs and Environment	Derrick Bragg Minister of Municipal Affairs and Environment (appointed September 13, 2019)	709-729-3046 MAEInfo@gov.nl.ca	The Department assists municipalities in meeting their infrastructure needs and helps provide the financial and administrative tools to support development of community capacity, regional cooperation, and sound governance. The Department also supports environmental protection and enhancement through implementing water resource and pollution prevention regulations and policies, and coordination of environmental impact assessments. In addition, the Department is responsible for emergency preparedness and emergency response, planning and training, and leads the coordination and delivery of fire protection and fire prevention services.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
YUKON			
Department of Community Services	John Streicker, Minister of Community Services (appointed December 3, 2016)	867-393-7427 John.Streicker@gov.yk.ca	The Department builds sustainable and diverse economies while supporting local solutions to local problems. The Department's work supports economic and community development.
Department of Highways and Public Works	Richard Mostyn, Minister of Highways and Public Works (appointed December 3, 2016)	867-393-7482 Richard.Mostyn@gov.yk.ca	The Department is responsible for ensuring safe and efficient public highways, airstrips, buildings and information systems and is the lead on the Yukon Resource Gateway Roads project, funded through the New Building Canada Fund – National Infrastructure Component.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
NORTHWEST TERRITORIES			
Department of Infrastructure	Katrina Nokleby, Minister of Infrastructure & Minister of Industry, Tourism and Investment. (appointment effective November 8, 2019)	867-767-9141 ext. 11138 Katrina_nokleby@gov.nt.ca	The Department of Infrastructure is responsible for planning, design, construction, acquisition, operation and maintenance of public buildings and transportation.
Department of Municipal and Community Affairs	Paulie Chinna, Minister of Municipal and Community Affairs, Minister Responsible for Northwest Territories Housing Corporation & Minister Responsible for Homelessness (appointment effective November 8, 2019)	867-767-9141 ext. 11135 Paulie_Chinna@gov.nt.ca	The Department of Municipal and Community Affairs supports capable, accountable and self-directed community governments providing a safe, sustainable and healthy environment for community residents. It is the lead department for community-oriented federal infrastructure programs.

Provincial/Territorial Ministries	Key Contact		Overview of Ministry/Department
	Name and Title	Contact Information	
NUNAVUT			
Department of Community and Government Services	Lorne Kusugak, Minister of Community and Government Services (appointed November 17, 2017)	867-975-5074 Lkusugak@gov.nu.ca	The Department works in partnership with community governments to assist in building their capacity so that they can meet the needs of residents.

MUNICIPALITES

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
Federation of Canadian Municipalities	Bill Karsten, President	902-476-1855 [REDACTED]	The Federation of Canadian Municipalities is the national voice of municipal government. The organization advocates for municipalities to be sure their citizens' needs are reflected in federal policies and programs, and delivers programming, on behalf of the Government of Canada, aimed at enhancing asset management and climate change awareness.
Big City Mayors' Caucus	Don Iveson, Mayor of Edmonton and Chair of Big City Mayors' Caucus	[REDACTED]	The Big City Mayors' Caucus brings together representatives from 22 of Canada's biggest cities, offering a forum for policy development on a range of issues affecting the largest centres.

NATIONAL INDIGENOUS ORGANIZATIONS

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
Assembly of First Nations	Perry Bellegarde, National Chief	613-241-6789	The Assembly of First Nations is a national advocacy organization representing First Nation citizens in Canada. The organization aims to protect and advance the Aboriginal and treaty rights and interests of First Nations in Canada, including health, education, culture, and language.
Inuit Tapiriit Kanatami	Natan Obed, President	613-238-8181	The Inuit Tapiriit Kanatami serves as a national voice protecting and advancing the rights and interests of Inuit in Canada.
Métis National Council	David Chartrand, President	613-232-3216 info@metisnation.ca	The Métis National Council represents the Métis Nation nationally and internationally. Its goal is to secure a healthy space for the Métis Nation's ongoing existence within the Canadian federation.
Congress of Aboriginal Peoples	Robert Bertrand, National Chief	613-747-6022 [REDACTED]	The Congress of Aboriginal Peoples represents the interests of all off-reserve status and non-status Indians, Métis, and Southern Inuit Aboriginal Peoples, and serves as the national voice for its provincial and territorial affiliate organizations.
Native Womens' Association of Canada	Lorraine Whitman, President	800-461-4043 reception@nwac.ca	The Native Women's Association of Canada is a non-profit organization that works to enhance, promote, and foster the social, economic, cultural, and political well-being of First Nations and Métis women within First Nation, Métis, and Canadian societies.

INFRASTRUCTURE CANADA'S PORTFOLIO PARTNERS

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
WINDSOR-DETROIT BRIDGE AUTHORITY			
City of Detroit	Mike Duggan, Mayor	313-224-3400	The City's mission is creating and preserving affordable housing, revitalizing long-neglected neighborhoods and ensuring every Detroiters has access to jobs and job trainings. The Mayor of Detroit is a key stakeholder for outreach efforts for the Gordie Howe International Bridge project and has been a strong supporter of the new bridge. The City council has been collaborating for the acquisition of city-owned parcels required for the project.
City of Windsor	Drew Dilkens, Mayor	519-255-6315 [REDACTED]	The City of Windsor's focus is on increasing the employment rate, restructuring its economy revolving around the manufacturing sector and managing growth (population and economy). The City is involved in real estate matters for the Gordie Howe International Bridge project.
State of Michigan	Gretchen Whitmer, Governor	517-373-3400	As Michigan's Governor, Gretchen Whitmer has pledged full support of the Gordie Howe International Bridge. The project is a top priority for the State of Michigan, and Michigan's ongoing commitment is paramount to the successful delivery of the Bridge. Michigan has played an important role in enabling U.S. property acquisition so that construction can proceed as planned, as well as facilitating other project requirements such as securing permits.

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
WINDSOR-DETROIT BRIDGE AUTHORITY			
U.S Ambassador to Canada	(TBD - Position vacant)	(TBD - Position vacant)	Engagement with the U.S Ambassador to Canada is part of the Department’s overall engagement strategy for the Gordie Howe International Bridge project to reinforce the strong public interest elements and economic necessity of this vital trade-enabling project. The U.S. Federal government is both a partner and regulator in the Project, with the Ambassador acting as Canada's point person in Ottawa.
Walpole Island First Nation (WIFN)	Chief Dan Miskokomon, Band Councillor	519-628-5700	Walpole Island First Nation's mission is to provide social, cultural, and economic opportunities to their community. The community noted their interests in economic and employment opportunities, involvement in archeological finds, as well as species at risk and environmental involvement for the Gordie Howe International Bridge project.

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
JACQUES CARTIER AND CHAMPLAIN BRIDGE INC.			
CDPQ Infra	Macky Tall, President and Chief Executive Officer	514-847-2833	The CDPQ Infra business model aims to foster effective execution of major public infrastructure projects. CDPQ Infra is collaborating with Infrastructure Canada to integrate a light rail transit system across the Samuel De Champlain Bridge.
City of Brossard, QC	Doreen Assaad, Mayor	450-923-6311	The Samuel De Champlain Bridge Corridor Project connects the City of Montreal with the broader transportation network through the City of Brossard.
City of Montréal, QC	Valérie Plante, Mayor	514-872-3101 [REDACTED]	Over 4 kilometres of the Samuel De Champlain Bridge Corridor Project is located within the City of Montreal.

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
WATERFRONT TORONTO			
Waterfront Toronto	George Zegarac, President & Chief Executive Officer	416-214-1344, [REDACTED]	Waterfront Toronto is an arms-length not-for-profit agency established in 2001 by the governments of Canada, Ontario and City of Toronto. It has a 25-year mandate to lead and implement the Toronto Waterfront Revitalization Initiative to enhance economic, social and cultural value of land in designated waterfront area. An independent Board of Directors, appointed by all three orders of government, guides Waterfront’s strategies, authorizes their investments and appoints their CEO.
	Stephen Diamond, Board of Directors Chair	[REDACTED]	

PUBLIC TRANSIT

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
Canadian Urban Transit Association	Marco D'Angelo, President and Chief Executive Officer	416-365-9800, [REDACTED]	The Canadian Urban Transit Association is a member-based association that supports public transit as the core of integrated mobility across Canada. The Association provides its members with the resources, networking, training, events, data, research and advocacy needed to support their success in the industry.

OTHER KEY STAKEHOLDERS

Key Partners and Stakeholders	Key Contact		Mandate
	Name and Title	Contact Information	
Canadian Chamber of Commerce	Perrin Beatty, President and Chief Executive Officer	613-238-4000 pbeatty@chamber.ca	The Canadian Chamber of Commerce is a non-profit organization of business people and corporations that was established to promote economic development and collectively represent their concerns to government on public policy.
Canadian Construction Association	Mary Van Buren, President	613-236-9455, ext: 414 [REDACTED]	The Canadian Construction Association is an association of construction practitioners that gives a voice to the public policy, legal and standards development goals of contractors, suppliers, and allied business professionals working in, or with, Canada's non-residential construction industry.
Canada Council for Public Private Partnerships	Mark Romoff, President and Chief Executive Officer	416-861-0500 partners@pppcouncil.ca	The Canadian Council for Public-Private Partnerships is a national not-for-profit, non-partisan, member-based organization with broad representation from across the public and private sectors. Its mission is to collaborate with all levels of government and Indigenous communities to enable smart, innovative approaches to public infrastructure development and service delivery that achieve the best outcomes for Canadians.